



PHOTO of Buffet Service Model Silex glass coffee maker

• In This Issue •

The Silex Company . . . Making Friends of Employees
and the Public . . . Finding Work Where No Jobs Are
Open . . . Adverse Boating Legislation Retards Your Sales

CONNECTICUT
INDUSTRY MARCH
1937

COAL

**BUNKER "C"
FUEL
OIL**

T.A.D. JONES & CO. INC.
NEW HAVEN

CONNECTICUT INDUSTRY

March . . . 1937

VOLUME 15 NUMBER 3

L. M. BINGHAM, Editor

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.

Published monthly by the Manufacturers' Association of Connecticut, Inc., with executive offices at 50 Lewis Street, Hartford, Connecticut. Entered as second-class matter January 29, 1929, at the post office at Hartford, Connecticut, under the Act of March 3, 1879. As the official magazine of the Manufacturers' Association of Connecticut, Inc., it carries authoritative articles and notices concerning the Association activities. In all other respects the Association is not responsible for the contents and for the opinion of its writers. Subscription Rates: \$4.00 for 3 years; one year, \$1.50; 20¢ a copy. Subscribers should notify publisher promptly of changes in address. Advertising rates on application.

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IT'S NOT THE IDEA BUT THE METHOD

By E. KENT HUBBARD

Looking behind the recent spotlight news on the Supreme Court controversy into history we learn from a most competent commentator that the Court has declared unconstitutional only 73 laws out of 24,902 passed by Congress since 1789. Of these some 16 may be classified as social legislation having a bearing on living conditions of Americans, the other 57 dealing largely with technicalities. In the face of so little opposition by the Court to Acts passed by Congress in 144 years, one not acquainted with the background of the recent past, cannot help but question the why of the sudden outburst against the Court. But when one discovers that 12 of these reverses have come during the past four years, the reasons for the clash between the President and the Supreme Court or the Constitution became crystal clear.

On the assumption that the President and those who subscribe to his views on the "packing" of the Court, regardless of party, are honestly attempting to do that which will ultimately effect the greatest gains for the people of the United States, we still cannot escape the tragedy of the methods being employed now, as well as in the past, to discredit opposition in order to win their objectives. The unfortunate background of this pageant of error is that the overwhelming vote of confidence given last Fall, and living daily in the atmosphere of partisan politics, has led the President to assume that he has been given carte blanche by the American people to accomplish those things which he believes are good for "the greatest number," by means of his own choosing. Even if that interpretation were correct, and there are many sound reasons for believing otherwise, the nation has every reason to expect that the President of the United States, who promised to uphold "embattled democracy," would choose the democratic method rather than one favored by those who have become dictators through setting class against class. On such a momentous question, the democratic way for the President to have moved toward his ultimate objective, for what he believed best for the nation, was to have asked the people of the United States to approve a constitutional amendment, instead of impugning members of the Court, thus undermining, to a degree at least, the institution of the Supreme Court.

The first episode in this pageant was staged several years ago when American bankers were pilloried in the arena of public opinion as the group responsible for the 1929 debacle, which brought great loss and hardship to millions of people. The second, following closely, created public animosity against the institution of business, and stamped those managing it as "economic royalists" belonging to the forces of "entrenched greed." Then Congress

(Continued on page 9)

FEDERAL AND STATE LEGISLATION

Federal

The overshadowing news of the month in Washington was, of course, the hot controversy over the President's proposal to "make way" for the voluntary retirement of Supreme Court justices over 70 and to give him the power to add six new members to the Court. It is reported to be the No. 1 "must" bill, and little or no indication has been given that compromise is being entertained at the White House on the "packing" of the Court, although changes may be accepted on the age limit of 70 as the time for retirement of the justices.

Thus far in the controversy, Congressional leaders believe that, despite the most formidable opposition ever spontaneously aroused to a Roosevelt proposal, a vote taken as of February 12, would register a victory for the President. However it has also been admitted that a continuing high volume of protests from constituents may swing the pendulum against the court "packing" proposal in terms of actual votes. An indication of the mounting strength of the opposition is shown by the method used by Chairman Sumners of the House Judiciary Committee to get intermediate House consideration of the Court bill. Here is the method: Normally, under House rules, committees are permitted to bring up for House consideration any bill it has approved each Wednesday, known as "calendar Wednesday", but this rule may be set aside by unanimous consent. Although the House had been in session some six weeks it had dispensed with each previous "calendar Wednesday" until the Court affair came up. When it was suggested that the same procedure be followed during the week of February 7, Chairman Sumners opposed it, and insisted on segregating the various Court proposals included in the President's plan, so that each might be considered on its own merits, rather than to risk the outcome on the whole measure. The House then passed not the President's bill but Chairman Sumner's Court measure permitting justices to retire at 70 with full pay.

The President, who has set many new precedents during his four years in office, established another by attaching to his message a copy of the suggested bill. In the past the custom has been to give such suggestions to known friends of the administration for introduction.

One noticeable result of the President's Supreme Court proposal has been to stimulate vote-trading, of which there had been little during the present session. It is understood that groups desiring farm and industrial control legislation were told that they would be given support for effective measures if they would "go along" on the President's Supreme Court bill.

To date bills affecting industry have made little progress toward passage. Hearings on the O'Mahoney Licensing Bill have been languishing. Since Representative Ellenbogen visited the White House recently to talk over his textile control bill, the word has been passed around to keep on talking about the bill but to take no action in lieu of an expected proposal along these lines from the President.

While activity in major pieces of legislation affecting industry and labor has been almost at a standstill insofar as outward progress is concerned, there is plenty of sentiment being built up for later use to force through hours and minimum wage bills, and for further investigations. Among the groups seeking funds for investigations is the LaFollette Civil Liberties Committee which has asked the Senate to give it \$50,000 more for its work of looking into labor conditions, activities of manufacturers and detective agencies, the use of operatives and also for peeping into the activities of secret societies and other organizations affiliated with industry and commerce. To fortify its request, the LaFollette Committee gave a preliminary report of its findings, which were only fragmentary, but sufficiently spicy, it was hoped, to tap the "money pool" for \$50,000.

Another investigation, sought by Senator Guffey, is one which would look into the critical statements made about Supreme Court justices in the book "Nine Old Men." Such an investigation would attract much public attention to the accusations made in the book.

With the difficulty of the Navy in getting copper and steel bids within the bounds of the Walsh-Healey Act (orders of \$10,000 or more), comes the announcement that Senate Walsh threatens to introduce legislation to plug the loophole through which copper in stock was allegedly sold to the Navy without complying with wage and hour limitations. Also labor lobby-

ists are said to be seeking support for their amendment to the Walsh-Healey Act which would decrease from \$10,000 to \$2,500 in size of contract subject to the acts limitations.

What little progress was made on certain other bills of interest to industry follows:

1. Passage by the House February 9, of H. J. Res. 96 giving the President power to extend reciprocal foreign trade agreements.

2. Passage by both Houses and signed by President February 9, and made Public Law No. 4, the First Deficiency Act, including \$789,000,000 for relief for remainder of fiscal year.

Amendments to the Reciprocal Trade Treaty Act were proposed to the Senate Finance Committee on February 10 by Frank R. Wheeler, treasurer of the Rossie Velvet Company of Mystic, Connecticut. Representing the N. A. M.'s Tariff Committee at the hearings, Mr. Wheeler went on record as in "heartly accord with the general objective" in the proposed extension of the reciprocal treaty act and proposed the following:

1. Definite requirement of at least three months advance notice to, and opportunity for hearing by, interested industries, workers, and agriculturists.

2. Senate ratification to be essential where the foreign nation provides for legislative ratification.

3. Provision that agreements shall make no restriction as to our internal tax rates.

4. Provision that each agreement should contain a provision for protection against substantial currency changes.

5. Definite divorcement of unconditional-most-favored-nation clauses from reciprocal agreements.

State

At the close of the six weeks' period for the introduction of new bills in the Connecticut General Assembly, some 2631 bills, 10 house resolutions proposing constitutional amendments and a few joint resolutions and petitions asking legislation, have been dropped in the hopper. Thus far to February 13, only 9 bills have run the legislative gauntlet and only eleven have been reported. With only some 14 weeks to go the size of the task facing the Legislature is readily discernible. Realizing the necessity for

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THE SILEX COMPANY

It's a story of two glass bowls, a law of physics, sales stagnation after years of effort . . . then suddenly success in depression years crowned the efforts of a master merchandiser and developer—a success that is rapidly changing the coffee-making habits and tastes of Americans.

CONNECTICUT has fathered a new industry, and Hartford is its cradle. Today in Hartford there is a thriving concern called The Silex Company, which pioneered the glass coffee maker. This modern successor to the coffee pot is enticing housewives to abandon their old, habitual coffee making methods in favor of the better-tasting coffee brewed in glass.

Pick up newspapers from any section of the United States or Canada, and you will find the department stores, and electrical stores and public utilities as well, advertising glass coffee makers. The company that pioneered this field is today the outstanding leader in the field, and the majority of glass coffee makers are produced right in Hartford.

You will find Silex glass coffee makers brewing coffee over kitchen ranges and making coffee at dining room tables. You will find these devices in swank hotels, where the coffee waiter brews an individual cup of coffee for you at your table. When you visit large, busy restaurants, there likewise, you will find batteries of Silex glass coffee makers preparing large quantities of coffee for the pleased patrons. You find smaller glass coffee maker models producing coffee for the luncheon crowds gathered on stools before the drug store fountain counter. A few years ago the glass coffee maker was an innovation, now there are sections of the country where no man would consider entering the restaurant or lunch-bar business without an installation of glass coffee makers.

For a long time people had been looking for a better way to make a more delicious cup of coffee. The Eldorado, finally achieved, consisted of using a coffee maker of sparkling, transparent glass . . . to keep good coffee taste in and corrosion and sediment out. The water contacts the coffee in the upper bowl for only a short period of time, then returns to the lower bowl . . . a royal brew!

The idea was evolved in Russia and in the Balkans, more than a hundred

years ago, of using two glass bowls, rather simple affairs, one superimposed upon the other. The water from the lower, when heated, would rise through the tube from the bottom of the upper bowl and contact the coffee above, remain there a short period of time, then when heat was removed, and a vacuum created, the liquid coffee was drawn to the lower bowl . . . and coffee served!

The first of these glass coffee makers were imported from Europe some thirty years ago by restaurants in the Greenwich Village section of New York to add a Bohemian atmosphere . . . and a better tasting coffee . . . to their establishments.

Anyone knowing the history of glass coffee makers in 1930 would not have believed that Americans would be converted to the use of this article. For 23 years The Silex Company had been trying to introduce the glass coffee maker. Most of the sales came through mail-order methods, from people whose fad was better tasting

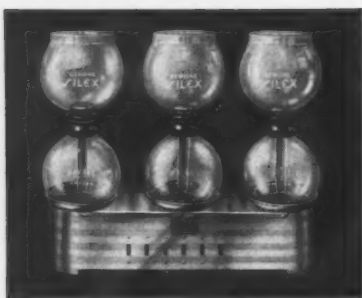
coffee. A few were sold by stores specializing in unusual gadgets. But after 23 years of battering by various methods, the public mind still remained closed.

Such was the first act of the Silex drama. In the second act Mr. Frank E. Wolcott walked on the stage to acquire the company in 1929. Mr. Wolcott, no novice in the electrical or merchandising field, had organized the Frank E. Wolcott Mfg. Company of Hartford in 1922, making electric curling irons and later a complete line of electrical devices. His company had just been acquired by the newly organized Beardsley & Wolcott Mfg. Company of Waterbury; hence came the desire for new fields to conquer. Silex looked to Mr. Wolcott as though it had worthwhile possibilities, even at the top of the business incline of 1929 to 1936.

As subsequent events have proved, Mr. Wolcott is a beaver for work, and combines a flair for development work, production problems and merchandis-



SILEX New Yorker gas commercial model of stainless steel in satin finish, equipped with four combination high and low heat burners, four low heat burners for storage and 4-gallon tank supplying hot water at 190 degrees at extremely high speed.



SILEX Traymore electric commercial model 3 unit of striped chrome steel range body equipped with 3 combination brewing and warming elements.

ing, akin to genius. Starting where his predecessors left off, and with only a dozen employees, he redesigned the Silex as the first step.

When the present management assumed control of The Silex Company, its first step was to analyze the possible sale of the device. Would it be used, at the outset, most generously by the housewife or by the restaurant? Was it priced attractively? What adaptations were needed that restaurants could serve large crowds quickly and economically? What changes were required to give it the style demanded by the housewife?

Inquiries showed that the American family would adopt an improvement, even such an important improvement as one in coffee-making, only after the new device had become relatively familiar. Restaurants, on the other hand, were continually installing new devices. Their only criterion being: "Does it produce better-tasting food, that customers will buy in greater quantities?"

For this reason The Silex Company decided to drive first on restaurant and drug store installations, depending upon the sight of glass coffee makers in these highly frequented spots to convince the public that here was a new way to make better tasting coffee. The next step would be to re-style the models offered for home use, giving them a more graceful, more compact appearance. Once the housewife saw she could purchase the device producing good coffee in the restaurant, in a model that would grace her dining room table, she would be willing to spend her money—if too high a price were not asked.

The first step was to produce models that would prepare for the restaurant

quantities of coffee at low cost. The original models were two-bowl affairs suspended on a small post over an open gas flame. One of these units would prepare about eight cups of coffee. It was apparent, from the fact that some drug stores were using a row of these glass coffee makers on their back-bars, that there was need for a multiple piece of equipment—especially as many restaurants serve all their coffee from a central place. Consequently, the Silex management undertook to produce such a model, and designed both gas and electric ranges heating as many as six glassware units simultaneously. In addition, the glass was increased in size so that

the better flavor of the brew from the Silex glass coffee maker. Word about "good coffee from the glass bowls" quickly spread to other people coming to work on the trains. Before long commuters were lined three deep every morning before the counter in this drug store.

Of course, several alert restaurant owners soon discovered the reason for the phenomenal breakfast business at this drug store. The restaurants began serving coffee from Silex glass coffee makers, and drew customers so eager for the improved coffee they walked several blocks further than they were accustomed to every noon.

Soon many of these restaurants were forced to enlarge their serving areas in response to more trade. More chairs and tables were added, additional floor space leased. Other restaurants then made installations to hold their trade and make more profits. Before long, chain restaurants made their bid for this new, profitable attraction and spread the gospel of better coffee to different cities in all parts of the country. So it was that after a few years the Silex glass coffee maker became a familiar sight to people in all parts of the United States.

While installations in restaurants were popularizing the appearance of Silex, coffee roasters were engaged in intensifying the demand for better coffee. The combination of better coffee and a better way of making better coffee proved irresistible.

The country became coffee and coffee maker conscious. Coffee companies, particularly those selling on a national scale, were spending actually millions in advertising "a better cup of coffee." Some coffee roasters extolled the flavor



SILEX GHW 4-gallon Gas Water Heater with outer shell of stainless steel, satin finish.

a dozen cups could be served from a single lower bowl.

About this time another step was taken that has proved to be of exceptional wisdom. The management immediately sensed an antagonism to their device because it was made of glass. But at the same time there did exist a glass widely known to be resistant to heat—the famous Pyrex brand glass. As quickly as possible Silex arranged for the use of this glass, and one of the greatest obstacles to sales was completely removed.

With models for restaurant use, The Silex Company made one of its first sales to a drug store opposite one of the large New York railroad terminals. Soon the commuters stopping at this haven for breakfast coffee discovered



SILEX Coffee Service, consisting of decorated Silex glass coffee maker, creamer and sugar, and tray large enough to carry Silex and four cups and saucers.

of mountain-grown coffees, others pushed the vacuum-packed can, another talked about the freshness of a "dated" coffee. Housewives were switching from brand to brand, attempting to find a better flavor.

After the conquest of the commercial Silex was under way, the management turned to the hitherto closed domestic market. It undertook to make home lovers Silex coffee lovers. The first stage in this transformation was a thorough re-styling of the Silex glass

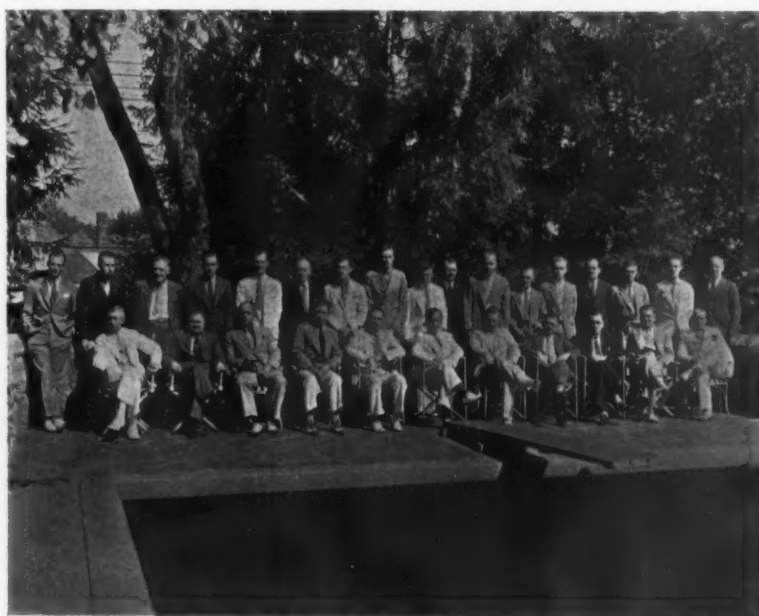
on the Silex line. For these dealers Silex ran a series of three newspaper advertisements, and at the bottom of each listed the name and address of each dealer. In each city the Silex salesmen arrived armed with portfolios showing the success of the same campaign run in previous cities. This ammunition, plus buying activity stimulated by the billboard advertising, convinced dealers they would profit by stocking and displaying the Silex glass coffee makers.

carried sales to quite surprising proportions.

The success of these policies may be seen in looking at the Silex plant. Where but 12 employees formerly worked, one now finds mass-production manufacturing. Conveyors, power-driven assembling machinery and huge storerooms fill the three buildings on Pliny Street. From the brass plants of Connecticut come large quantities of brass which are stamped out and formed into necessary metal parts and then nickel and chrome plated for use in Silex. Heating elements, also produced in the Silex plant, are made of the best grade of coil wire nested in porcelain bricks. Stainless steel is also purchased in large quantities and formed into range bodies, water heater tanks and coffee dispensers.

Recently Silex has expanded into a warehouse along the railroad tracks here in Hartford, and has opened a branch assembly plant at Ste. Therese, Canada. A sales force of 28 is required to merchandise this product. Where there once were no distributors at all, there are today over 900 jobbing this glass coffee maker. The Silex line has expanded from a single model, used both in the restaurant and for the home, to a line of 25 domestic models, in various sizes, and 19 commercial models of various capacities.

Present officers of the company are: Frank E. Wolcott, President, General Manager and Treasurer; Wesley R. Becher, Vice President and Purchasing Agent; Edward T. Garvin, Secretary; Hugo Frank, Superintendent; Robert E. Arnold, General Sales Manager.



SILEX sales force with President Frank E. Wolcott at Mr. Wolcott's swimming pool. Mr. Wolcott is sitting in front row, sixth from the left.

coffee maker for home use. The Silex Company enhanced its appearance, improved its design, and finally produced an electric model selling under \$5.00, together with a Kitchen Range Model selling below \$3.00. Paradoxically enough, the time when an improved product was offered to a "ripe" market occurred right in the middle of the depression. Yet, because conditions were "right," this was when sales began to soar.

When the Silex Company struck at the home market, they promoted intensively, city by city. They announced Silex gas and electric models with billboard advertising. The inquiries stimulated on the part of housewives visiting stores, put dealers in the proper frame of mind to take

Upon perfecting a technic of introducing their new product, Silex next decided to put an end to the "summer slump" that beleaguers the electrical appliance industry. During the summer of 1935 Silex offered a free serving tray, which had been developed for sale with one of their models, and this was given without charge to people purchasing certain popular models within a thirty-day period. In other summer months several other accessories were offered as premiums, and summer sales, instead of a bugaboo, became a pleasure.

Late that year Silex sales reached proportions which justified advertising in the national magazines. This advertising, coupled with merchandising drives upon the retail trade, soon



SILEX Nassau traveling kit consisting of alcohol model with cowhide leather, zipper type travel kit together with a matched carrying case containing three chrome plated containers for coffee, tea and sugar.

MAKING FRIENDS OF EMPLOYEES AND THE PUBLIC

The experience of a railroad and a manufacturer in the fields of industrial and public relations demonstrates the value and need for business to give increased attention to these two activities.

IT IS not what the individual business man thinks of the righteousness of his own actions or those performed in the name of his company that counts, but what his employees and the general public think. That's at once an old story and a problem, early recognized by the famous Scotch poet, Robert Burns, who wrote:

"Oh wad some power the giftie gie us
To see oursel's as others see us!"

American business and management have been for years roaring over the road of "progress in technique," with throttle wide open. The people of the United States have watched the race chiefly through the advertising score boards telling of the new products made available as a result. Through the years many business managements have seen the value of exploring the side-road of "industrial relations" which leads into that of "public relations."

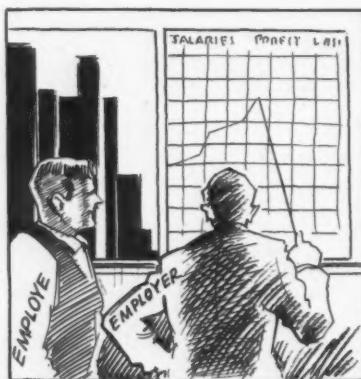
The first road took employees into the planning rooms of management, giving them a thorough insight into the objectives of the race and the part competition played in it. Management gave credit where credit was due and imparted to employees the realization that they were important parts of the machine, that if they fell short of good performance the whole machine faltered, but on the contrary, forged ahead if all bent their energies in the right direction. Those managements who had a clear conception of the meaning of the industrial relations road, and an honest desire to carry meaning into action, gave rewards very often more freely for stellar performance than penalties for carelessness or poor work. In a nutshell, "Jack," the sweeper, and his work, were recognized as well as others performing higher grades of service. Beyond that, management sought honestly to aid employees with their problems outside the confines of their employment. Greater loyalty and better morale have been the rewards.

Once this industrial relations road has been thoroughly traversed, the next logical turn is into the road of

"public relations," for the first must be thoroughly traversed before the second should be entered. While the good accomplished by practicing a good policy of industrial relations is, by "word of mouth," noised about to the public in the manufacturer's home town, no business can be said to have truly embarked on a good public relations policy until after its internal actions have been adjusted to meet the approval of the public, and after the company's practices, policies, personalities and management are being interpreted through various channels of public information so that the reputation of the business will actually agree with its character.—Ed.

A Railroad Executive's Views on Relationship Between Employee Relations and Public Relations

In a recent article appearing in the Executive Service Bulletin published by



WHEN management carefully explains its problems and purposes to employees, there is far better understanding, leading to better morale and genuine loyalty.

the Policyholders' Service Bureau of the Metropolitan Life Insurance Company, Daniel Willard, president of the Baltimore and Ohio Railroad Company, sees good will of employees as an essential part of good public relations.

His ideas included in this article are set forth, in the main, in the following paragraphs.

One of the most important considerations in the management of a public service institution is that there be a well-conceived and carefully observed policy of public relations.

Extending that thought, it is equally important that there be as well a sound and sincere policy to guide personal relations in such a way as to inspire and maintain sympathetic understanding between the management and the body of employees.

One activity bids for the good will of the public; the other helps to engage the good will of those who serve the public.

The individual passenger or shipper forms his opinion of the Baltimore & Ohio Railroad from the service rendered and from attitudes of those who render the service. If all goes well we prosper, but if those attitudes provoke a negative reaction we lose business. In brief, we promote sales when we promote good will within and without our organization.

Our policy concerning public relations is definite and simple. It is this: That the Baltimore & Ohio Railroad desires to be regarded as a good neighbor in all the communities which it serves and by all of the people with whom it has business relations. This policy was announced when I became president of the company in 1910, and since then it has been repeated frequently. It is known and understood by all officers and employees of the company. Of course, I cannot say that it is always lived up to, because men, being men, are human; some forget, some few may be indifferent, and there may be other reasons why the good neighbor policy is occasionally breached, but it is our policy, and, in the main, I believe it is carried out.

We believe that we shall be regarded as good neighbors when we satisfactorily discharge the obligations that attend our offer to serve. We must have a railroad service that backs up our promises. This we can do only when each man knows his job and

does it properly. For my part, I try to keep in constant touch with all of our activities. There is hardly a mile of our system with which I am not familiar; I travel the road and I know the men who work on the road, in the shops, and in our offices. In order to be a good neighbor, I try to keep in touch with conditions along our lines. When I can be in the office, my associates and I meet at frequent if not daily luncheons to review the responsibilities of the moment and to look ahead to tomorrow. If we do not keep abreast of the times, we are not good business men and we cannot be good neighbors.

In pursuing this policy we consult the wishes of those we serve, and we try to accommodate ourselves to those desires. This recognized attitude on the part of our company makes friends—and friends bring us business. That is why we installed air-conditioning equipment in our passenger cars and about five years ago introduced the first long-distance, fully air-conditioned sleeping car train. Today we offer our customers a comfortable conveyance free from dust, cinders, and smoke, and with temperature and humidity controlled and balanced. The cost is not inconsiderable, but the response of our passengers is most encouraging. We cannot say with any exactness just how much this has increased our passenger traffic, but we do know that travelers have used our trains because of the air-conditioning and that it has proved to be an effective means of meeting competitive types of transportation.

Better Service at Lower Cost. We have introduced lighter and faster trains which we can operate at lower cost. We put rubber shock-absorbing pads in our trucks and made use of other devices contributing to the comfort and safety of our passengers. We are now carefully studying power and endeavoring to develop locomotives which we hope will give increased efficiency at decreased expense. We have turned our attention toward the improvement of freight facilities. Experiments are being made with alloy steel and aluminum alloy freight cars, and we are giving that form of equipment an opportunity to prove itself. It may greatly affect freight service and it may not. At any rate, we have several such cars in service.

I feel that we have an unusual measure of good will with the public in general and that more people will enjoy doing business with the B. & O.

if we can only bring them into touch with our service in the right way. One of the factors which permits our railroad to adhere to what we think is the right way comes out of the personnel policy to which I have referred. We try to treat our customers and patrons fairly, and we have the same disposition toward our employees. Unfortunately, there is no standard by which to measure fairness, such as the foot rule or the pound weight, and the nearest substitute that I have been able to think of is this—treat the other person as you think you would wish to be treated if you were in his place. Of course, I realize that even when following that standard we may sometimes appear to be unfair, for while we may think we know how we would feel if we were in the other fellow's place, we can never be certain that that is the way we would actually feel under such circumstances, but I repeat that I know of no better way for attempting to find the answer. I offer this thought because I am convinced that a policy which seeks to take advantage of someone because the opportunity for doing so exists, is not in the long run the best policy for a continuing institution such as the railroad, and in fact I do not believe it is the best policy anywhere or at any time. It pays to be fair.

Facilitating Cooperation. Our cooperative plan gives evidence of what can be done. Fourteen years ago the cooperative plan was inaugurated at the suggestion of representatives of our men. The purpose then, as it is today, was to set up methods which would enable workmen in the shops to cooperate in a greater degree toward improving the efficiency of railroad operations. Representatives elected by the employees met the officers at each shop once a month to act together as the local cooperative committee. They discussed, not the adjustment of grievances, as might be surmised, but such matters as coordination between departments; proper storage, care, and distribution of material and fuel and tools, elimination of waste, mechanical service, scheduling, repairs, and the like. In 1925 the plan was extended to the transportation and maintenance-of-way departments. So far, 28,248 suggestions have been received from our men in the motive power department alone, and, of that number, 85.9 per cent were adopted. Today the cooperative plan with us is stronger than ever.

Furthermore, although, as above

stated, it was agreed that grievances (that is, questions regarding wages, hours of service, jurisdictional problems, and the like) would be handled by the regular craft grievances committees, and not by the cooperative committees, nevertheless the indirect but encouraging result of the work of the cooperative committees, because of the better general understanding they brought about, had the tendency substantially to reduce the grievances.

It may be interesting to know that the B. & O. 50 years ago established the first relief department on any railroad. It was at least among the first railroads to reach a voluntary agreement on a dismissal wage plan; and now, any of our workers who are laid off because of certain specified reasons, and under certain conditions, are guaranteed continuance of their pay for a definite period or until they find work during that period.

Cooperative Traffic Program. Just three years ago we initiated our cooperative traffic program—the CTP, as it is commonly called—this being a plan sponsored and participated in by all employees and, in many cases, by their families, with the intent to solicit and secure new business. Meetings were held, plans made, and active steps taken by all those participating. Many employees came to understand for the first time how important is good service in securing and holding business, and to realize that conscientious and efficient work on the part of operating department employees is just another form of good salesmanship. Also, the meetings resulted in greater friendliness among the employees of the railroad, and a keener appreciation of the fact that what helps the railroad helps them because it creates more work and assures more favorable employment.

I think of one of our passenger conductors whose daughter is a student at a college not on our line, but near one of the more important cities that we serve. At his suggestion the young woman arranged for a visit from one of our passenger representatives, who was able to secure considerable passenger business that otherwise would have gone elsewhere.

In one city, when employees of the Baltimore & Ohio Railroad mail their checks in payment of personal bills, they enclose a small printed slip which reads: "This remittance is part of the disbursement of the B. & O. Railroad through its pay roll. When you patronize the B. & O., you are helping

yourself by increasing the purchasing power of its employees."

So, when we speak of salesmanship on the railroad, we mean first the active solicitation of the business by our traffic department, and, second, the giving of the kind of intelligent and courteous service which holds patrons and wins others. When our entire organization, from office boy to ranking executive, is engaged in selling, B. & O. revenues also will increase, and bring about more, and more satisfactory, employment. Our records show that the CTP, in the first year of its operation, brought in about \$1,400,000 worth of business that would not otherwise have been secured, this being the equivalent of giving about 900 men a year's work at good wages.

In our regular meetings with the regular salesmen of our services, we have no secrets. We discuss openly and frankly all matters of importance, whether a meeting is composed of officers of the company or of freight service salesmen. We speak of our financial problems and explain the steps taken in meeting the situations as they arise.

An executive loses much if he is not able to understand and speak the language of his associates, whether it be a brother officer or a man in the shop. Without the means of easy communication and the facilities for clear expression, any executive is handicapped. The channels must be kept open. I recall an incident concerning a number of our shop men who were unable to understand why they had been laid off when it was common knowledge that our business was improving. They asked for an explanation, so I invited them to come to my office, and there I gave them the reasons for our actions.

Most people are reasonable when they have enough information to permit them to use their reason about a matter in question. That is why we withhold no serviceable information from our employees. We try to explain fundamentals which are not always understood. For instance, we say to our people that there is a very definite community of interest between the stockholder and the employee, for it has been computed that it requires the investment of upwards of \$20,000 to create work enough for one man on the railroad.

Thus, we make clear that it behooves us to safeguard the money which our investors have entrusted to us and to pay fair dividends; otherwise, it would

be impossible to secure through the normal channels more funds for the improvement of property and for the jobs that are created thereby. It is, therefore, to the interest of the employees of the road that our business should be increased and be made profitable, so that reasonable returns may be made to our stockholders. We urge every employee to give fair consideration to this fact and to realize that when men are furloughed it is because of necessity.

We try to see the point of view of our employees and we try to show them the management point of view. For instance, we show that individual delinquency in service loses business, and we point out that lost business takes away from us the revenue which we use to pay salaries. As one means of communicating such thoughts, we publish monthly the Baltimore & Ohio Magazine, a well-set-up journal carrying news of the company as a business organization and news of the employees and their activities.

In a public service institution, as I have indicated, good public relations and good industrial relations are indispensable and inseparable. Without the latter, the former is almost impossible of attainment. Without mutual understanding, without unity of effort, there can be no real cooperation, and without cooperation there can be no continuing benefits either for management or for men.

A Manufacturer Tells of Developing Friendly Spirit Among Employees

George S. Whyte, president of the Macwhyte Company, Kenosha, Wisconsin, writing in the same issue of the Executive Service Bulletin had the following to say on "Making Friends of Employees."

Ever since the days when I worked in the foundry and machine shop, I have had the idea that in some respects management did not treat employees properly.

I do not refer to wages, but rather to attitudes—to the fact that, so far as management is concerned, the employee did not have the privilege of knowing what the game was all about. A man applied for a job, and arrangements were made that he work at so much per day or so much per hour or so much per week. Very often, when he went to work, he did not have a true idea of what he was doing. He certainly did not understand anything about the details of the business in which he was engaged. He

knew very little about the product he was making, where it was used and why, and he certainly had no idea as to the trials and tribulations of the management operating the business, such as finding money for the pay roll, securing sufficient orders to keep the plant running, and all the rest of it.

I have always believed that the relationship between the employee and the management should be as close and friendly and confidential as it is possible to make it.

We, here at Macwhyte's have encouraged our employees to be friendly, not only among themselves but with the management. We believe that the only way to do this is to enable them to get together, outside of working hours, where they have an opportunity to become better acquainted with each other, with their foremen, and with the officials of the company.

There are many employee activities at Macwhyte's—social and athletic—most of them being supervised by the Macwhyte Club organized in 1919.

The Macwhyte annual picnic has been a fixed event for the past 20 years. The Christmas party has been held annually for the past 10 years—one of our officials acting as Santa Claus, to the great delight of the children for whom the party is arranged.

Adjacent to our office is a playground which is in use all the time. We have baseball and golf practice, football, swings for the children, and many other activities.

The Macwhyte Bowling Team is quite active. It is a member of the Major Industrial Bowling League and is always well up toward the top. We have had basketball teams in the past, and we also have a soft-ball team which plays both summer and winter. In the past we have had a soccer football team, but the Macwhyte team was champion for so many years that they finally got tired of it and disbanded.

A Successful Golf Club. The Macwhyte Golf Club is very active and very successful. The members hold an annual tournament and it is well worth while to participate, provided you can get down in the 80's.

We have a very popular orchestra composed entirely of men in the factory.

The Macwhyte Club also sponsors a troop of Boy Scouts, most of the boys being from the neighborhood of the factory.

Macwhyte employees have a credit union of their own. This union is being operated very satisfactorily and a good percentage of the employees are members. The employees have a benevolent association. Also, Macwhyte carries Group insurance on a contributory plan with the employees.

Whenever an employee fails to report for work his absence is immediately reported to the personnel department. A personnel director visits the home of this employee before 11 o'clock on the first morning of absence. We believe this to be a very important part of our personnel work, because oftentimes the director finds that there may be a death, sickness, or trouble in the home and it gives him an opportunity to be helpful. Getting into the home at such a time brings the company much closer to the home folks, and this relationship is greatly appreciated. I believe that the attitude of the wife and the family towards the company is just as important as the attitude of the employee himself.

Two years ago we determined that our employees should have more information about the business in which they were engaged. We believed that each man would be interested in knowing just how we operated, just how much money we received, just how much money we spent for labor, material, etc. We called a meeting of our employees—and I am glad to say that it was very well attended—so that we might give them information on the business.

The difficulty of securing orders was explained to them. They were told all about the competition we have—the number of manufacturers engaged in the same line—how hard our salesmen must work for business because of competition. We pointed out to the employees that they are just as much interested in this as is the management, and that our work in selling is made much easier when each and every man does his level best to produce the best wire rope possible. We gave very complete information with reference to our financial setup. Simple vertical-bar charts, about 3 by 5 ft. in size, were used, so that figures, percentages, and ratios could be visualized more easily.

First we displayed the familiar chart of American business during the past hundred years. The recurring peaks of prosperity and valleys of depression illustrated the instability of business. This, it was pointed out, was management's greatest problem,—to lay plans and build for the future so that

various troubles for both employer and employee might be avoided when valleys are encountered.

Charts covering the previous 12 years were used to illustrate how this had been done by our company:

1. A vertical-bar chart of sales in dollars by years, each year divided into colored blocks to show proportion of income spent for materials, labor, factory and general overhead, selling expense, taxes and profits.

2. A vertical-bar chart showing profits and taxes—the ratio between them and the rapid growth of the latter.

3. Two circular charts—total for 12 years—one showing the sales dollar, with sectors covering items of expense and profit as in Chart 1; the other of the profit dollar, with sectors showing net profit and taxes.

4. A vertical-bar chart in four sections showing capital expenditures; decreases and increases in indebtedness; decreases and increases in current assets; additions to and deductions from surplus—all by years—to show the use made of profits.

5. A vertical-bar chart in two sections showing debts by years, and cash and investment by years to note the gradual increase in indebtedness and improvement in cash position.

6. A vertical-bar chart in two sections showing preferred dividends and common dividends (both by years).

7. A vertical-bar chart showing total expenditures over 12 years for materials, labor, factory overhead, general overhead, selling expenses, taxes, net profits after taxes, preferred dividends, common dividends, and amount retained in the business. At this point, overhead expenses, which are looked upon by many factory men as unnecessary evils, were carefully analyzed and explained to show how the company profits from money spent for things other than labor and material.

We believe we are working along the right lines. The explanation of our activities was well received by our men, and many questions were asked regarding details of our business.

It is my earnest belief that if management would be more frank with employees and give them more information as to the details of their business, there would be less trouble in the business world, because, after all, most troubles come from misunderstanding or from lack of information.

IT'S NOT THE IDEA

(Continued from page 1)

itself was belittled—made to appear in the public eye as a mere "rubber stamp" for the executive branch of government. Congressmen who dared to express their opinions or convictions against administration legislation were marked as henchmen of wicked bankers or business men. It is no secret that these daring souls were either warned or disciplined and told that their patronage and federal money for projects back home, was in grave jeopardy. We are now witnessing the fourth episode which threatens the independence of the Supreme Court, no sacred institution, but nevertheless, the last sentry to guard American liberty against all forms of executive dictatorship.

There are only two other acts possible in this pageant of error, should the Supreme Court lose its long honored prestige as the guardian of American liberty. The first is the possible loss of faith in the office of the Presidency itself, and the second, some form of dictatorship accompanied by civil strife. Loss of faith in institutions, one by one; that is the subtle road to ruin.

Although three episodes have been staged, with the fourth now being enacted, in ill-conceived attempts at reform, through undermining public faith in our institutions, there is every reason why the curtain should and can be dropped. Those who prize liberty above party, including individuals and organizations, dare not remain inaudible if they would protect their birthright of freedom against the inroads of political expediency. The force of their opinion is still a powerful factor to be dealt with as it arrives at the desks of Congressmen, who have the power to help the President decide on the democratic way, if they feel it necessary to tamper with the Court or the Constitution to do the "greatest good for the greatest number."

We know that the Connecticut delegation in Congress will not be accused of being "rubber stamps" on this grave question of the Supreme Court. Judging from the press and other news sources, delegations from many other states will also avoid this accusation. We feel certain, instead, that they will counsel the President, "It's not the idea so much as the method," but failing in that, cast their ballots for no measure which will tend to undermine the last bulwark of American liberty—the Supreme Court of the United States.

FINDING WORK WHERE NO JOBS ARE OPEN

By HAROLD F. BROWNE

Industrial Management Division,
National Industrial Conference Board Inc.*

Ed. Note. This article has been selected and published in the hope that it will cause employed executives to assist employable men in discovering capabilities that are now marketable, and that it will also provoke self-analysis and imagination in the minds of those now hopelessly seeking to sell abilities in glutted markets.

Preface

Although unemployment is decreasing, there is still a surplus of employable persons. Many will remain unemployed until the character of the labor supply fits the demands of the new jobs opened by technological advances. The present shortage of skilled labor in many occupations indicates that ordinary plans for increasing employment by shortening the work week or by other economic legislation will not meet this problem to any appreciable extent. Among the most practical solutions is a plan for employable workers to fit themselves into the changed situation by self-analysis of their abilities and experience. Many have already created jobs for themselves by entering work they can do but at which they never worked before. Others, with guidance, can do the same. There is a need for community or state-wide services to aid men in this effort.

RECOVERY is well advanced in most major fields, with the exception of building construction, but the country still has a surplus of millions of persons for whom jobs do not appear to be available.

Figures representing the estimated volume of unemployment present a picture somewhat darker than appears when the component parts of the whole are analyzed separately. An appreciable fraction of the total consists of unemployables who could not or

would not accept employment even if it were available. Moreover, a considerable portion of the number is made up of persons who have reached the working age but who have never held a job. Their status is not quite the same as that of persons who have established themselves as self-supporting, and who frequently have dependents, but who cannot find work with which to support themselves and their families. However, even with such distinctions in mind, the lack of balance between available jobs and available workers is serious. What can be done about it?

A widely circulated doctrine holds that population increase combined with amazing technological advance has created a permanent labor surplus that will never be absorbed and for the support of which some governmental provision must be made. This theory ignores all past experience in economic history, which repeatedly has

shown that technological advance has created many times the jobs it has abolished. Technological progress, however, does tend to cause temporary displacement from jobs, and opinions differ over the problem of making adequate provision for workers in this predicament and for young persons who normally would be absorbed in occupations that have been discontinued or that require a reduced labor supply.

Permanent government subsidy is popular because it suggests an immediate, even if unsatisfactory, solution. It appears as an easy, albeit expensive, way out, but it takes no account of the demoralizing effect of such a policy on national morale and on the self-respect of persons supported by the government. It proposes that a measure possibly unavoidable as an emergency method be incorporated as a permanent and recognized feature of our economy.



THE man who finds the labor market closed to his one-line specialty must discover and sell his marketable talents if he is to avoid the demoralizing weight of futility of effort. (Find misspelled word above.)

* Reprinted from Conference Board Service Letter of January 30, 1937, Copyrighted by National Industrial Conference Board.

Legislative Attempts to End Unemployment

Another proposal with many advocates is that the hours per week that an individual wage earner may work be arbitrarily limited by legislation in order to force the employment of from 10% to 25% additional workers to produce a given amount of output. This proposal to force a permanent share-the-work program on industry has two serious drawbacks. Most of its advocates insist that employees be paid as much for the shorter work period as they now receive. This would mean that wages of additional workers taken on would be an increase in manufacturing costs for which no corresponding increase in output would be obtained. Such an increase in costs would necessarily result in increasing the prices that must be obtained for products, with probable serious effects in many lines on the volume of consumption of these products and, consequently, upon ultimate employment.

The second drawback is a practical difficulty of which many theorists seem to be unaware. Notwithstanding the large labor surplus, there has been developing in this country for two years or more a shortage of highly skilled mechanical labor that is steadily becoming more acute. Frequently highly skilled mechanical operations are the bottlenecks of production. In such cases, unless a proportionate increase of these highly skilled men can be obtained, it is useless to take on additional workers in less skilled occupations. No amount of legislation under such circumstances would make it practicable to increase employment. Limitation of hours could only reduce output.

Before either of these policies is accepted as the solution of the unemployment problem, all constructive proposals for dealing with it should be examined from the twofold viewpoint of adequacy and practicability. One such proposal that seems to merit more than ordinary consideration is that presented by Mr. A. W. Rahn, of the Western Electric Company, in his recent book, "Your Work Abilities."¹ While Mr. Rahn addresses his proposition to the individual who is the reader of the book, his plan is just as applicable to the mass of unemployed, which, after all, is just an agglomeration of individuals. It is based on the fundamental thesis that work is the issue and profit is the urge. It points

out that unemployment, as a condition, can be abolished only by reducing individual idleness. Stated very briefly, the main points of Mr. Rahn's proposal are these:

The Worker Must Seek the Job

On account of the rapid development in this country of instrumentalities of production and the means of furnishing services, we have passed from a period when the job sought the man to a period when the man must seek the job. Because mechanization and improved technology have greatly increased the output per worker, those job seekers in excess of requirements are in a position that makes it necessary for them to demonstrate that their employment will contribute to the profitability of the enterprise. No longer can it be assumed that obvious needs for personnel will develop in adequate numbers in the natural course of events. The person seeking work must be prepared to show that he has something valuable to offer in the way of service. If an employer can be shown that hiring a particular individual will increase the company's profits, he will naturally be willing to add him to the payroll. The problem is to bring together the employers and the work seekers who, in combination, can work to mutual advantage.

The average worker's innate abilities, resources, and possibilities are rarely analyzed, even by himself. Chance and force of circumstances have usually determined the occupation that he has adopted, and he assumes that his occupation offers him his best opportunity for employment. Yet each individual is a composite of tastes, aptitudes, avocations, and experiences that actually gives him a versatility of which, in most cases, he is unaware. Accustomed to believe that his utility as an employee exists only in the occupation that he has grown to regard as his natural work, it rarely occurs to him to delve into the composite total of his experience and methodically appraise the revenue-producing possibilities of his various attributes and experiences. It may be found—in fact it has been found in many cases by the author of the book—that personal assets, considered to be of negligible practical value by their possessor, have been turned to his advantage because they were qualifications that some employer needed.

This may appear, up to this point, to be just another statement of the need for vocational guidance. In a

broad sense, Mr. Rahn's technique is one of vocational guidance. But it is a technique of marshalling a man's experience and expertly cataloguing its possibilities rather than one of attempting to guide the immature gropings of a young person entering the world of work and competition for the first time. However, the individual in need of capitalizing on every salable ability that he may possess is usually not competent to recognize unaided the values that may lurk in his miscellany of accomplishments. A South American machinist of indifferent ability, who had been on relief for two years, needed guidance before he sold his ability as an interpreter to an importing company for twice what he had earned at his regular trade.

"Man Power Specifications"

On this account, Mr. Rahn lays great stress on what he calls "Man Power Specifications." These specifications consist of a careful and thorough cataloging of all the aptitudes and bits of experience of the individual in terms of actual performance ability, or, as it is termed, in "work language." From this catalog nothing that has gone to make up the individual as he is today, no matter how unimportant it may seem, is excluded, because a man's total work ability is the result of what the past has done to him. It has determined how he is equipped for the present. With his present equipment he generates the future. What both employer and prospective employee must know in order to make use of the man is the true answer to the question, "What can he do?" It is this technique of bringing about the orientation of past exposures and experience that Mr. Rahn has developed as a method. The individual himself, under competent guidance, works out the answer. It is not done by someone else.

The result of the painstaking preparation of this life picture has been twofold. In the first place, it opens the eyes of the individual himself to his own possibilities. He is amazed to find that he has done so many different things at one time or another. He gains a new self-respect and confidence in himself. And secondly, it gives him necessary information, on the basis of which he can appraise his chances of being useful in this or that field of work and decide where is the best market for what he has to sell. Thus, with a new confidence and with a

(Continued on page 14)

¹ Harper and Brothers, New York, 1936.

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ADVERSE BOATING LEGISLATION RETARDS YOUR SALES

By PHELPS INGERSOLL

National Commander, National Outboard Association

Ed. Note. This article, written especially for the benefit of manufacturers of engines, boats and boating supplies and accessories, is reproduced here with permission from the January issue of *Boating Business* magazine. Commander Ingersoll's article not only serves as a timely "word to the wise" among the boating fraternity, but also sounds, by inference at least, a warning to other industries which may be affected by the passage of adverse legislation.

AS the recreation of boating grows in popularity, the danger of restrictive legislation becomes increasingly apparent to those interested in the welfare of the sport and the industry. The alarms raised by a few foresighted men during the past three years are not false. We who wish to protect our invested dollars, as well as we who wish to preserve our favorite recreation, must awaken to the legislative dangers which confront us. This is a serious matter—not one to be pushed lightly aside.

All of us, interested in boating as a sport, as a pleasure, as a convenience, or as a means of making our daily bread and butter, should at this time, just before the state legislatures begin to convene for their Winter sessions, prepare carefully so that each of us may do his bit in preventing unnecessary or unwise restrictions being imposed upon boating.

Unfortunately, all friends of boating must readily admit that on every body of water where any boats are to be found, and in every port or harbor, there are some boat operators who apparently take delight in making themselves nuisances to other boat owners as well as to residents living ashore. In some cases, such selfish boat operators even go so far as to endanger their lives as well as the lives and property of others. Goodness knows that risking their own necks and their own property is bad enough, but when such selfish boatmen go so far as to

endanger swimmers, shatter the peace and charm of a restful summer resort, create a wash that spells disaster and danger to canoeists, run through fleets of boats at anchor at high speed, scatter waste and refuse on or near bathing beaches, run at high speed close to fishermen—we must admit that people have reason to get up on their hind legs and sing the great American phrase, "There ought to be a law against it."

It is only natural that whenever an American citizen is annoyed, he should say, "There ought to be a law against it," and start action to have restrictive laws enacted. He does not give the problem the necessary consideration so as to be sure that the law will do what he wants done, or determine whether a law can be en-

forced which will stop that which annoys him. At present, there is every indication that during the coming sessions of the state legislature, as well as in the Federal Congress, many irate or misguided individuals are going to have laws introduced with a view to regulating boat owners, who must be classed as nuisances.

Unfortunately, legislation drawn with the purpose of eliminating the nuisances found in boating seldom accomplishes its purpose. It is usually drawn by those who are not conversant with boating or boats and is, therefore, likely to be impractical to start with. Further, the difficulty in enforcing legislation is so tremendous that even if many of the proposed laws were passed, they would still not curb the particular individual causing the trouble. The average boat owner, who is already a law-abiding citizen, will naturally endeavor to comply with any law that is passed. The "nuisance," though, will defy the law as he has in the past defied the laws of common decency and courtesy, and will continue to be just as much a nuisance as ever. Laws mean little or nothing to him and he is certain to be a "problem child" as long as we have recreational boating.

Personally I believe it will be impossible to avoid some restrictive legislation. I felt it would be unwise, in fact, for those of us who are interested in boating to endeavor to throw out all laws intended to apply to boating. What we want to do, what our purpose should be, is to see that only necessary, practical laws are placed on the statute books. Laws so written they will actually take care of the nuisances, we must all admit should exist. However, we must guard against the efforts of those misguided zealots who are likely to place such burdens and restrictions on all boat owners that the enjoyment of healthful relaxation on the water will necessarily be impaired.

It is high time we take a lesson from those in the automobile industry who have had to cope in the past with



PHELPS INGERSOLL
Vice President, Wilcox, Crittenden
& Co., Middletown, Conn.

the efforts of those who could see nothing but evil in the widespread use of motor cars. Of course, it is far easier to attempt to regulate the reckless operators of automobiles than it is to regulate people operating boats on our waterways. Nevertheless, we must be prepared to meet the same type of restrictive legislation that confronted the automobile industry years ago.

Let us remember that being haled before a Justice of the Peace and charged with violation of some laws the average boatman never dreamed existed, will certainly spoil a perfect week-end and will probably prove very expensive. The J. P. doesn't know boats, so it isn't likely he will listen to reason. The boatman will, of course, get soaked. For those of us whose business is directly connected with boating, the dark clouds that are gathering which may result in adverse boating laws are a most disturbing sign. Our daily means of livelihood can easily be placed in jeopardy by those who have the great American urge to regulate and restrict.

In the past few years the National Boat and Engine Manufacturers' Association, ably led by Ira Hand, and the National Outboard Association, inspired by the fine work of James W. Mulroy, its secretary, together with the work of the American Power Boat Association, backed by a few individuals, has fought long and strenuously to prevent the passing of many badly-written, unnecessary laws. As long as we are still in business, as long as someone else will fight off legislation which jeopardizes our business, we will continue to say, in all probability: "I am too busy to fuss with that stuff. It won't mean anything, anyway." Yet you laugh at the ostrich because he puts his head in the sand when danger threatens.

This year the danger of serious restrictive boating legislation exists in nearly every state where there is any boating at all. If these laws are passed you will not be able to fool yourself about them, for they will affect you and your business. Ira Hand, James Mulroy, and George Sutton cannot keep up this fight without more support from the members of the industry, as well as from boat owners themselves; and unless those interested in the sport of boating get themselves into an organized minority so they may make themselves felt in an intelligent way, many localities will have laws passed restricting boating activities. Mr. Mulroy, in the past, has been

most successful in having different state legislatures, when they felt some law must be passed to regulate boats, discard badly-drawn bills in favor of sensibly-drawn bills which Jim has had submitted.

If adverse legislation once gets a foothold, it will be practically impossible to throw it out. We must face the fact that unless we who are interested in the recreation or industry of boating take the aggressive in an attempt to restrain the efforts of crack-pot legislators, the sport and the industry will be in danger of ruin. If any boating bills are introduced into your legislature, get in touch immediately with James W. Mulroy, 201 N. Wells St., Chicago, or Ira Hand, Graybar Building, New York City, and they will co-operate with you in every way possible.

Now is the time to contact your representatives in the State Legislatures as well as in the Federal Congress, before whom bills to regulate boating may be heard. Keep in touch with these men throughout the sessions and be sure that no hastily-drawn restrictive boating legislation is suddenly sneaked through.

FINDING WORK

(Continued from page 11)

number of potential markets for his abilities, the man goes to employers, not as a suppliant for a job—any job—but as one who has for sale a skill that can be used to the mutual advantage of both employer and employee.

That this technique or procedure for helping work seekers to realize on their potentialities is not merely theoretically sound and reasonable, but when put to the test has proved practical, is shown by Mr. Rahn's experience in helping a wide range of persons, from executives to wage earners, to re-establish themselves. This experience also shows that expert guidance must be provided if the method is to be really effective. The average individual needs help in organizing what he has to sell and in analyzing the most promising markets for it. It must be personalized assistance, because each case differs from every other one.

New Jobs for Old Abilities

A widespread re-shuffling of occupations has already taken place as a result of the depression. A former tool-maker is now driving a milk wagon. A carpenter has become a coremaker. A machinist is a service man in a

garage. These men have been self-starters. Others need to make similar adjustments but require help and guidance to relate their skill resources to the requirements of present-day industry and business. This is especially true of many in the so-called "white collar" group.

If it were possible to apply, on a large scale, such a technique as described, operated by competent advisors, its effect would inevitably be to reduce the labor surplus progressively toward the irreducible minimum composed of unemployables. Moreover, it would lift the demoralizing weight of futility of effort and conviction of failure from the shoulders of those who see no alternative to repeatedly offering to employers a skill that either is no longer in demand or, in some cases, is inadequate to meet the employer's standards. Continued failure has naturally robbed them of initiative and has made dependence on relief or "made work" seem to be their only hope. Such persons need, more than anything else, a rebirth of confidence in their ability to earn a living—a confidence that cannot be pumped into them by a pep talk or by philosophizing about the inherent right of every man to a job, but which will come naturally and convincingly when they are shown how to plan and conduct a campaign to find the most profitable market for their particular combinations of aptitudes and experience.

An outstanding advantage of such a method of attack on the unemployment problem is that it need not be undertaken initially on a nation-wide scale. Under competent guidance, a single community could organize such a service for its unemployed, financed either publicly or privately. A state-wide integrated organization would be still better, because of the advantages of exchanging information and experience and because of the greater opportunity to train personnel competent to apply the technique effectively. The quality of this personnel is intensely important; in fact, it would determine how successful the plan would be in aiding persons to regain a foothold in the economic world. This is true because, while the method in itself is sound and constructive, the heart of the plan, as has been proved by the experience of its author in applying it, lies in a personalized combination of inspiration, understanding, and intelligent direction that changes the applicant from a discouraged job seeker to an aggressive salesman of work ability.

NEWS FORUM

Southern New England Reports Increase. A net increase in telephones in service in 1936, accompanied by increased revenues from local and toll service, was reported to stockholders of the Southern New England Telephone Company by President Harry C. Knight at the Company's annual meeting held in New Haven, February 3, 1937.

During the year 1936, telephones in service increased 15,593 with a total of 319,545 in use at the close of 1936. While the increase has been encouraging, neither the number of telephones, nor the Company's toll revenues have yet regained their pre-depression levels. The relationship of earnings to plant investment, which was 6.72 per cent in 1929, and which declined to 4.32 per cent in 1934, showed a recovery to 4.93 per cent in 1936. Earnings for 1936 were \$7.68 per share, compared with \$6.12 in 1935. During the year wage increases were made, aggregating \$450,000 per year.

President Knight reported total operating revenues to the Company during 1936 at \$16,774,233 and total operating expenses of \$11,850,603. After payment of taxes and fixed charges, the balance available for dividends was \$3,073,370.

After praising the splendid devotion of Telephone Company employees during the flood emergency last Spring, President Knight reported that the projected 15-story telephone building in New Haven, which will be completed during 1938, will permit the housing under one roof of employees who now occupy office space in ten buildings.

Risdon Company Buys Chase Subsidiary. The Risdon Manufacturing Company, of Naugatuck, recently purchased the Consolidated Safety Pin Company of Bloomfield, N. J., a company owned by Chase Brass & Copper Company of Waterbury. It is planned, according to Lewis A. Dibble, president of the Risdon Company, to move the New Jersey enterprise to Naugatuck and Waterbury within the next thirty to sixty days. A part of the machinery and equipment will be set up in the Smith & Griggs Co. plant, South Main St., Waterbury, purchased several months ago by the Risdon Company. The remainder of the machinery and equipment will be moved to the Risdon plant in Naugatuck.

It is understood that from 100 to 150 employees of the Bloomfield plant will move to Waterbury and Naugatuck when the shift of machinery and equipment is completed. Already the largest manufacturer of common pins in the world, the Risdon Company marks another step in its progress by its most recent acquisition.

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N. A. M. Elects New Officers for 1937. National Association of Manufacturers recently named C. M. Chester, chairman of the board of General Foods, Inc., as chairman of the Association Board, and Wm. B. Warner, president of the McCall Company, president of the Association.

At the same meeting three national vice presidents were elected as follows: Thomas E. Wilson, chairman of the board of Wilson & Company, Chicago packers; S. Clay Williams of Winston-

Salem, N. C., chairman of the R. J. Reynolds Tobacco Company and former administrator of the NIRA; and Walter J. Kohler, former governor of Wisconsin and president of Kohler Company, Wisconsin.

★ ★ ★

Bristol Brass Drivers Honored. Four drivers of trucks for the Bristol Brass Corporation of Bristol, Conn., received gold medals on February 6, in recognition of five years' operation of their vehicles without accident. The awards were presented by T. J. Mooney of Hartford, engineer for the American Mutual Liability Insurance Company.

A. D. Wilson, president of the Bristol Brass Corporation, presided at the meeting of all drivers when the presentations were made, paying tribute to those drivers who had completed these enviable records, as follows: George E. Seymour, William R. Smedberg, Arthur C. Johnson and Rudolph H. Hummell. Mr. Wilson also presented a certificate of merit for a single year's record of safe driving to Gustave A. Carlson and a seal designating a two years' record to Peter Perfetto.

Twenty-three years, in the aggregate, of no-accident driving of trucks was cited as an enviable record for such a concern, especially since most of the trucking is through congested areas in the cities of New York, Newark, and Boston and throughout the state of Connecticut.

★ ★ ★

Chase Officials Honored by Employees. V. W. Heyden, Robert C. Smith and Louis J. Schuster, all of

PIONEERS IN PROCESS CONTROL SINCE 1889

THIS VAPOR THERMOMETER



rivals your nerves in responsiveness

Put your hand into boiling water and you know it instantly. There's nothing like your nerves for instantaneously transmitting sensations of heat and cold.

Yet,—do you know that Bristol's Vapor Thermometer is so sensitive to fluctuations in temperature that it rivals your nerves in responsiveness? Immerse it, too, in boiling water, and

the correct temperature measurement is recorded on the chart immediately. Then take it out of the boiling water and put it in a bath of ice water and again response is instantaneous. Isn't that what you want? Write for Catalogue 1250-B

TRADE MARK

BRISTOL'S

REG. U.S. PAT. OFF.

THE BRISTOL COMPANY, WATERBURY, CONNECTICUT

whom were reelected assistant treasurers of the Chase Brass & Copper Co., Wednesday, January 20, were honored by 30 employees in their department at a dinner given Friday night, January 22, in the Silver Chalet, Waterbury.

Besides the assistant treasurers elected at the directors' meeting, all other officers were named as follows: president, Frederick S. Chase; vice-presidents, Richard D. Ely, Robert L. Coe, J. R. Van Brunt of New York; vice-president and secretary, Charles E. Hart, Jr.; treasurer, John H. Gilbert; assistant secretaries, Rodney Chase, Edward H. Madison, S. S. Jackson of New York, C. K. Lenz of Cleveland, and W. L. Smith of Cleveland.

★ ★ ★

Benrus Watch Company to Increase Advertising. According to present plans, the Benrus Watch Company of Waterbury will more than triple its advertising expenditures for 1937 as compared with 1936. It is understood that major radio stations in all primary marketing centers of the country will be used together with considerable newspaper and magazine advertising. Brown & Tarcher, Inc., New York, is the advertising agency in charge.

★ ★ ★

R. Wallace Leases New Office. R. Wallace & Sons Manufacturing Company of Wallingford, Conn., one of America's oldest silversmiths, has recently leased for a term of years, the entire eleventh floor at 362 Fifth Avenue, Manhattan, for their New York office and showrooms.

According to T. H. McCready, general sales manager, architects have been commissioned to make substantial alterations. The decorations, furniture, and fixtures are being designed by Robert P. Kintz, and will be custom-built in Philadelphia. The showrooms will feature the lavish use of inlaid silver in wall and fixture decorations, streamlined furniture, rotating display cases and numerous other innovations of modern display.

★ ★ ★

Waterbury Button Co. Enlarges. The Waterbury Button Company, manufacturer of plastics and buttons, of Waterbury, recently started erection of a one-story addition, 166 x 62 feet, at its Washington Street factory. The cost will approximate \$20,000.

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New Building for Waterbury Farrel Foundry. Waterbury Farrel Foundry & Machine Co., Waterbury, re-

cently started work on a brick and steel addition to its plant on Benedict street. The new addition, which will include one story and basement, 84 x 89 feet, will cost approximately \$28,000.

★ ★ ★

U. S. Finishing Co. Announces New Policy. The U. S. Finishing Co., one of the leading concerns in the textile finishing field, with factories in Norwich, Connecticut, and in Rhode Island, have recently adopted a new merchandising policy in connection with its Vitalized process. The new Vitalized process imparts a crease resistant quality to fabrics, and adds strength and permanence to the finish.

Under this plan, the name Vitalized will be carried through the converter and the cutter to the consumer by means of a seal of identification on all fabrics which have been treated with this process, and on a hand tag for use on ready-to-wear garments which are created from Vitalized fabrics. Vitalized fabrics will be further identified by the name Vitalized stamped on the selva at regular intervals. Advertising in both consumer and trade journals, will reveal the fact that the fabric has received a certificate of quality from the Better Fabrics Testing Bureau.

★ ★ ★

Change in Bridgeport. Empire Brass Foundry, Inc., a newly incorporated company in Bridgeport, has recently taken over the Empire Pattern & Foundry Co. business, 46 Brookfield Ave., in that city, from Joseph Felix and his associates.

Contract Plating Co., also of Bridgeport, headed by Ray K. O'Connor, has recently occupied a new plant on Longbrook Avenue, Stratford, a suburb of Bridgeport. The company, formerly located at 62 Cherry Street, Bridgeport, for the past six years, now occupies 23,000 square feet of space in its new building.

★ ★ ★

New Engineers Added by Bristol Company. The Bristol Company of Waterbury, manufacturers of process control apparatus since 1889, recently added four graduate engineers to its field service organization, as follows: E. H. Hart, with headquarters at Boston; J. N. Swarr, New Jersey, K. J. Platt, Philadelphia, and R. A. Barnes, St. Louis. These men will service regular customers subscribing to the Bristol Periodic Inspection Service.

Savage Heads Meriden Group. Albert W. Savage, vice-president of Manning, Bowman & Co., Meriden, recently succeeded Milton L. Gearing, plant manager of New Departure Division of General Motors Corp., as president of the Meriden Manufacturers' Association. Evarts C. Stevens of International Silver Co. and Charles D. Morris, R. Wallace & Sons Mfg. Co., Wallingford, were renamed as directors.

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Winsted Hosiery Reports Increased Business. The Winsted Hosiery Co., Winsted, Conn., reported for the year ending December 31, 1936, a net income of \$82,120 after all charges, compared with \$56,324 in the preceding year. Sales totaled \$1,197,949 against \$915,909 in 1935.

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Aircraft Official Injured in Crash. Captain T. E. Tillinghast of 61 Ledyard Road, West Hartford, Conn., sales manager for the Pratt & Whitney Division of the United Aircraft Manufacturing Corporation, was one of the 13 persons in the Western Air Express transport plane which pancaked against a mountain side a few miles from San Francisco on January 12. Removed from the scene of the crash to a ranger's cabin nearby, Tillinghast was found to have a broken ankle. He was on a sales trip to the West Coast, and was flying to Los Angeles.

This is not the first time that Mr. Tillinghast has had the experience of cracking up, since he was a former war pilot and was downed in an engagement with German airmen, landing in enemy territory, from where he was sent to a prison encampment. He later escaped to Holland. From there he returned to the United States at the close of the war, where he afterwards spent much time with the Air Corps at Dayton, Ohio. He was assigned to the command of the 17th United States Aero Squadron at Selfridge Field.

Besides being sales manager of the Pratt & Whitney Division of the United Aircraft Manufacturing Corporation, Mr. Tillinghast is also a director of the company.

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Murphy Heads Belding-Hemaway-Corticelli Company. Mayor Francis H. Murphy of Putnam, was recently appointed successor to Orville T. Colby, who resigned on January 18 as superintendent of the Belding-Hem-

inway-Corticelli Company, silk manufacturers, of Putnam. The company also has plants in other cities.

Mr. Murphy, now serving his second term as mayor of Putnam, has been in that office since January, 1934. Mr. Colby said he had resigned to enter the machinery brokerage business in New Haven and New London.

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Increases of Bigelow-Sanford. A preliminary report of Bigelow-Sanford Carpet Co., Inc., for the year ended December 31, 1936, shows a net income of \$1,672,447 after depreciation, interest, federal income taxes and surtax on undistributed profits. This amount is equivalent after paying 6 percent preferred dividends, to \$4.82 a share on 313,609 no par shares of common stock, in comparison with \$416,260, or 82 cents dividend per share on common during the year 1935.

Net sales reported for 1936 were approximately \$27,000,000 as compared with \$19,662,133 in the preceding year.

★ ★ ★

Fuller Brush Increases Sales and Income. The Fuller Brush Co. of Hartford reported net profits for 1936 of \$169,027, and retail sales of \$7,751,790. While earnings sagged below 1935, due to extraordinary expenses and losses which should not occur during 1937, sales increased by \$1,265,567 or 19.5 percent over the 1935 total of \$6,486,223. Sales in the United States accounted for nearly 89 percent of the total.

According to president A. C. Fuller, "The sale of Fuller brushes for industrial purposes, to manufacturing establishments, railroads, institutions, etc., has again shown substantial growth in volume. The company has become an important factor in supplying brushes and allied products in this field. . . . The sales of the Industrial Division greatly increase our factory production, thereby making for lower manufacturing costs."

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New Departure Employees Get Benefits. Approximately 1,000 employees of the New Departure Division of the General Motors, Inc., received \$410,000 during the month of February from the Corporation's Employees' Savings & Investment Plan, according to a recent announcement by Alfred P. Sloan, Jr., president of General Motors. Under the plan, employees in Bristol and Meriden plants

receive \$256 for every \$100 paid in to the plan since 1931.

There will be distributed to all General Motors employees a total of about \$10,700,000. Of this \$4,200,000 represents an amount paid into the Plan by the employees themselves, the balance representing the contribution made by the company.

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Trade School Starts Evening Classes. The Hartford State Trade School, endeavoring to meet the problem caused by a shortage of skilled workers, has recently enrolled 481 students in evening classes, which almost doubles the number of students receiving instruction. According to present plans, the classes will be continued until April 1. About 500 are enrolled in day classes, most of whom are between the ages of 16 and 20 years.

Six classes are now being conducted five evenings a week and Saturday morning for machine shop training.

J. E. Daly, vocational counselor, stated that the problem of skilled help is being solved to some extent by the Trade School evening classes, where short, unit classes make it possible for adults or young people working, or attending school during the day, to learn more advanced work or new trades.

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Whitney Chain Selects New Board.

The Whitney Chain & Manufacturing Company recently named a new board of directors as follows: Robert T. Stevens, president of J. P. Stevens Company, New York City, Messrs. Charles E. Wertman, Winthrop H. Whitney, Carl A. Gray and A. S. Basten.

Officers elected were President, Charles E. Wertman; vice president and treasurer, Winthrop H. Whitney; vice presidents, Carl A. Gray and A. S. Basten, and secretary and assistant treasurer, Park C. Boyd.

President Wertman has been connected with the company for a score of years, succeeding the late founder, Clarence E. Whitney, as president in 1933. Mr. Wertman has also been identified with several other companies including Whitney Chains Inc., president and director; Hanson-Whitney Machinery Co., president and director; L. C. Biglow & Co., New York, director; Hartford Fiaience Co., director; and Liberty Street Realty Co., president and director.

Mr. Stevens, son-in-law of the late Mr. Whitney, and Mrs. Clarence

E. Whitney, is in the textile and factoring business in New York. He is also a director of the Federal Reserve Bank of New York and a trustee of the Mutual Life Insurance Company of New York.

Mr. Gray, who recently resigned as vice president of Capewell Mfg. Co., Hartford, to become vice president of Whitney Chain & Manufacturing Company, is a director of Billings & Spencer Co. and a trustee of Williston Academy. He is now in charge of production and engineering at Whitney Chain.

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Marriage of Robert L. Coe. Robert L. Coe, vice president of the Chase Brass & Copper Co. and of the Kennecott Copper Corp., was married to Miss Dorothy Davis, daughter of Mr. and Mrs. Laurence L. Davis, of New York City, Monday, January 18.

It is understood that Mr. and Mrs. Coe will divide their time between Waterbury and New York, in accordance with the division of Mr. Coe's time between the two offices of the company.

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Bristol Foundry Pours Large Anvil. The Sessions Foundry Company of Bristol, Conn., recently poured a 30-ton casting to be used as a heavy drop-hammer base, or anvil, by Billings & Spencer Co., Hartford. It is said to be the largest casting poured by the company in a decade.

According to reports, it required more than two weeks to build the mould and several days to bake it in preparation for pouring operations. Thirty-five tons of molten metal required the use of three ladles for approximately 20 minutes during the pouring. The casting weighed approximately 30 tons after hardening.

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New Company Holds Election. All officers and directors of the J. M. Ney Company, fabricators and refiners of precious metals, were re-elected at the annual meeting of stockholders held January 26. Directors re-elected were H. C. Ney, W. P. Conklin, C. L. Heath, and W. P. Conklin, Jr.

Officers named were: president, H. C. Ney; vice president and treasurer, W. P. Conklin; vice president and sales manager, B. H. Rector; secretary, W. P. Conklin, Jr.; assistant treasurer, C. L. Heath; general manager, E. L. Dexter.

P. & W. Negotiate for Park. Pratt & Whitney Division of the Niles-Bement-Pond Company, is now understood to be negotiating for the purchase of Charter Oak Park, West Hartford, with a view of using the area of 116 acres as a site for a modern one-story manufacturing plant. Completion of the deal is understood to depend only on official approval of the plans of the New York, New Haven and Hartford Railroad to build a siding from its main line into the property.

According to Clayton R. Burt, president of the Niles-Bement-Pond Company, Pratt & Whitney is rapidly outgrowing its present plant. Two thousand men are now employed, as compared with a total of 2,300 during the peak in 1929 and not more than 3,000 when the plant was running day and night during the World War. Mr. Burt also pointed out that many of the buildings, which are 50, 60 and even 70 years old, are not adapted to the straight line production of modern manufacturing which it is essential to follow in the keen competition of today. No definite predictions were made public as to the time of constructing a new plant of modern design, if negotiations were completed.

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Stanley Announces New Drill and Sander. Added recently to the tool line of the Stanley Electric Tool Division of the Stanley Works, New Britain, is the new one-half inch capacity Electric Drill, to be known as No. 124

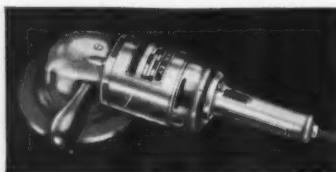


STANLEY No. 124 "Victor" 1/2" Electric Drill.

"Victor" and the new Stanley No. 77 Electric Disc Sander.

The drill, designed to meet the requirements of contractors, automotive mechanics, plumbers, oil burner in-

stallers and other service mechanics for wood and metal drilling, is priced at \$39.00. Features of the No. 124 "Victor" Drill include heat treated nickel steel gears and a universal motor mounted on seal type ball bearings, a strong aluminum alloy housing, a three-jaw chuck, a built-in pocket on the housing which holds the chuck key securely where it can be located readily. The Drill also has a combination spade and breast plate handle and a pipe handle that may be de-



THE No. 77 Electric Disc Sander.

tached for working in close quarters. It has a no load chuck speed of 500 R. P. M. The drill is 15 1/2" long and weighs only 12 1/2 lbs.

The No. 77 Electric Disc Sander is a rugged tool designed for production and repair work. Well equipped with ball bearings and streamlined for use in close places, this light-weight sturdily constructed Sander has a high-speed universal motor enclosed in a strong aluminum alloy housing. It is furnished complete with a 7-inch flexible pad, 12 sanding discs (6 for metal and 6 for wood), wrenches, and a heavy rubber-covered 3-conductor cable. Equipped with available accessories, this versatile tool can be used to scour and clean vats, polish metal pipes, remove labels and stencils, sand wood and metal, remove paint and varnish, rub and polish lacquered surfaces, grind heavy welds, re-surface desks, smooth concrete, limestone and similar materials, as well as smooth castings, auto fenders, etc., before and after filler is applied.

LEGISLATION

(Continued from page 2)

speed in order to accomplish its "mountain of work" before the deadline for adjournment, the House through the leadership of Representative Noah Swayne of Darien, announced the appointment February 6, of a steering committee of 20 composed of Mr. Swayne and the chairmen of the most important committees. Through this committee, Republican House leader Swayne hopes to secure the consensus of opinion of party membership in the House before sessions convene each day, and by passing the "word along" through committee members, to party members, secure a smooth and rapid-fire disposal of bills. This type of organization is an innovation in the annals of the Republican party, and it appears, will perform functions previously done by members of the state central committee and by various county leaders. This organization also provides an agency for the determination and announcement of party policy.

Members of the committee are: Charles L. Johnson, Sherman, Agriculture; Waldo S. Blakeslee, North Haven, Appropriations; Walter Howe, Litchfield, Banks; W. Ellery Allyn, Waterford, Cities and Boroughs; Seth N. Beecher, Seymour, Claims; Frederick H. Holbrook, Madison, Education; Asahel W. Mitchell, Woodbury, Finance; Harry B. Morse, Litchfield, Fish and Game; Theresa Holmgren, Stratford, Forfeited Rights; Robert E. Parsons, Farmington, Highway Safety; John S. Thornhill, Brookfield, Incorporations; George E. Jones, West Hartford, Insurance; Noah H. Swayne, Darien, Judiciary; Edward Nothnagle, Trumbull, Labor; Raymond Watt, Stratford, Military Affairs; William C. Hungerford, Watertown, Motor Vehicles; Eugene von Bach, Redding, Public Health and Safety; William E. Tem-

(Continued on page 21)

WARREN M. BROWN

CERTIFIED PUBLIC ACCOUNTANT

SIXTY FOUR PEARL STREET

HARTFORD

CONNECTICUT

DEPARTMENTS

Accounting Hints for Management

Contributed by Hartford Chapter N. A. C. A.

ANY factor contributing to more economical or efficient business procedure warrants the attention of industrial executives. Accordingly it is deemed appropriate to direct attention to a source of much useful data which is available to industry for the mere asking. This reference is to *The United States Census of Distribution*. Trade papers and associations commend the service rendered by the Governmental departments in making this vast fund of facts of business data available.

Practically every kind of business can use some of the data of the various surveys to good advantage. They furnish accurate appraisals instead of much guess work in the realm of marketing and distribution. Improved co-ordination of accounting and costs, with the marketing or sales efforts, can be established.

The *Census of Distribution* relates chiefly to the marketing and distribution field. In this connection a few of the aspects which can be helpful are the following:

1. Aids in the selection of proper media to reach the class of population to whom particular products are most likely to appeal; in other words it reveals the most likely potential markets. Per capital consumption by states, cities and other geographical areas is also disclosed.

2. It reveals the extent to which there are competitive marketing activities in various sections.

3. If operations are restricted to given areas it can be ascertained whether or not lines or products have any prospect of profitable promotion, thus affording the opportunity of eliminating unprofitable lines.

4. It is also useful with respect to ascertaining credit data and practices in various regions.

There are other Federal and private sources of factual data which can be put to good use if the management will take the pains to understand their application. Information along these lines can be useful for budgetary, accounting and financial purposes.

Effect of Robinson-Patman Bill on Accounting

This live issue will be discussed by Mr. J. H. Gilbert, Treasurer, Chase Companies, Waterbury, at the monthly meeting of Hartford Chapter, N. A. C. A., on March 16, 1937.

It is recommended that executors avail themselves of this opportunity of becoming better informed on this vital subject.

Transportation

Motor Carrier Rate Investigation.

The Motor Truck Rate Bureau of Massachusetts Inc., recently filed with the Interstate Commerce Commission a petition which referred to the chaotic condition of the Motor Truck industry in New England, requesting the commission to make a general investigation of the New England situation with a view to prescribing minimum rates for common carriers to and from all points in the territory. The Bureau also asked the Commission to prescribe minimum contract carrier rates, not lower than those prescribed for common carriers.

It is understood that representatives of certain commercial organizations in New England, as well as representatives of the railroads and steamship companies, attended a conference with Division 5 of the Interstate Commerce Commission in Washington on Feb. 10, in support of the petition filed by the Massachusetts Bureau.

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Uniform Freight Classification.

In response to the petition filed with the Connecticut Public Utilities Commission by the Motor Truck Rate Bureau of Massachusetts and the Eastern Motor Freight Bureau, Inc., in which the Commission was urged to establish and adopt a uniform motor rate classification for application to all common carriers operating between points in Connecticut, hearings were held at the offices of the Connecticut Public Utilities Commission, on Feb. 8 and 9.

The hearings developed some controversy with respect to the merits of the Official Motor Rate Classification which contrasted with the National Motor Freight Classification. It was generally agreed that uniformity in classification ratings was highly desirable, provided this could be obtained without prejudicing the interests of any group of carriers operating within the state. In its attempt to deal fairly with all groups, the Commission has a difficult problem.

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Freight Rise Expected. Freight carloadings of the New Haven Railroad and its neighboring carriers in the New England area are expected to rise 5.4% for the first quarter of 1937, above the actual loading for the corresponding three months of 1936, according to an estimate recently compiled by the New England Shippers' Regional Advisory Board.

The commodities upon which the increases are expected, including the estimated increase in each category are: Ore and concentrates, 37.2 per cent; automobiles, trucks and parts, 29.1; iron and steel 22.3; lumber and forest products, 17.4; agricultural implements and vehicles, other than automobiles, 16.4; citrus fruits, 13.1; lime and plaster, 13; machinery and boilers, 12.6; cement and brick and clay products, 11.8; fertilizer of all kinds, 11.7; cotton, 11.4; and coal and coke, 8.1.

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Bus Company Increases Fares.

The New England Transportation Company has recently raised its fares on five routes in Connecticut from the former rate of 2 cents a mile to 2½ cents a mile, the change going into effect January 19.

The routes on which the new bus rates of 2½ cents a mile are effective include: Hartford to Hazardville; between Hartford and some intermediate points on the Springfield route; between Winsted and certain points on the Hartford route; Waterbury to Winsted; and Torrington to Canton.

On the other hand fares from New Haven to Waterbury have been cut from 3 to 2½ cents a mile.

According to Leslie H. Tyler, special representative of the New Haven Railroad, the transportation company voluntarily reduced its rate from 3.6 cents a mile to 2 cents a mile last

June in order to match the rail fare reduction. However, on finding that this lowered rate failed to draw a satisfactory revenue, the Company found it necessary to make the increase to 2½ cents a mile.

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Ship Strike Ends. The ship strike, which has caused over 40,000 men a loss of 98 days, and is estimated to have cost \$686,000,000, was ended February 4. While complete settlement of differences has not yet been reached, special contracts have been entered into, which enable all groups to return to work pending adjustment by arbitrators.

Foreign Trade

January Meeting of Hartford Export Managers' Club. The Export Managers' Club of Hartford met in the University Club, Hartford, Wednesday, January 27, to discuss foreign trade matters as follows:

1. A bill introduced in Congress to promote the foreign trade of the United States, H. R. 2540.

2. Trade Agreement Contemplated with Ecuador. The Club agreed that the new policy providing an arrangement, whereby interested persons may submit views and information regarding reciprocal trade agreements already concluded with reference to those in the process of negotiation, was a definite step in the right direction.

3. Political Situation in Ecuador. Is it not Advisable to Ship Only on Cash in Advance? While most members felt that the greatest care should be exerted and that cash in advance should be demanded, unless customers are very well known, one member reported that he had had no difficulty, although payment had been slow.

4. Extension of Drafts Covering Shipments Held up by Strikes. There was a general offering of experiences by members.

5. Report on Pan-American Trading League.

6. Does the fact that the Argentine Government has Reduced the Spread between its Buying and Selling Rates on "Official Exchange" indicate that Abandonment of Exchange Control and the 20% Differential will come within a Few Months? A general expression of opinion indicated the possibility of the spread between buying and selling rates being wiped out if the market rates continue to rise.

7. Discussions concerning the Desirability of Shipping to Venezuela on

a Draft Basis because of Strike in the Oil Field.

8. Is the Fact that Partial Exchange Control has been Established in Venezuela a Signal to Cut Down on Long Credit Extension to Customers in that Market? No general concern was expressed.

9. A Discussion concerning whether or not the Amtorg Corporation would discontinue Purchases in the United States in behalf of the Russian Government.

10. Are Shipments going to Spain, and on what Terms, and with what Results? The question was answered in the negative.

11. After a general round table discussion, the meeting adjourned shortly after nine P. M.

Members present at the meeting included: John D. Garrett (chairman), export sales manager, The Arrow-Hart & Hegeman Electric Company; R. C. Kingsbury and H. C. Bowman of Colt's Patent Fire Arms Mfg. Co.; G. W. Frantzen of United Aircraft Export Corporation; R. D. Lienhard of the Taplin Mfg. Co., New Britain; L. L. Gaylord of the Capewell Mfg. Co.; W. D. Ball, secretary of the Wiremold Company and A. C. Hine.

★ ★ ★

Venezuela Extends Benefits. Under the most-favored-nation clause of the agreement between Venezuela and the United States, the Venezuelan customs authorities have been instructed to extend to American products the benefits accorded to France under the Franco-Venezuelan trade agreement of August 7, 1936. These concessions include perfumery and toilet preparations, certain wines and liqueurs, mineral waters and certain grades of silk and rayon piece goods, and the reductions range from 20 to 37½ per cent on these commodities. The operations of the most-favored-nation clause are illustrated by this action, as they were by the Belgian action in its extension of benefits to the United States exporters from the conclusion of treaties between other countries.

★ ★ ★

Opening of New York Foreign-Trade Zone. According to the recent announcement by Secretary Roper, Chairman of the Foreign-Trade Zones Board, the foreign-trade zone at Stapleton, Staten Island, under the terms of the grant to the City of New York, was opened for business on Feb-

ruary 1, 1937. The Secretary stated that the necessary customs personnel has been assigned to the zone and that the representative of the Board in charge of the construction has advised that the customs barrier and flood lighting necessary for the protection of the area has been completed. As defined by the grant, the zone comprises an area of approximately 78 acres with four double deck and one open pier, all piers being equipped with electric gantry cranes and necessary spur tracks for rail connections.

This foreign-trade zone is the first to be opened under the Act (48 Stat. 998, 1001), approved June 18, 1934, which was sponsored by Congressman Emanuel Celler of New York, and which provides for the "establishment, operation, and maintenance of foreign-trade zones in ports of entry of the United States, to expedite and encourage foreign commerce and for other purposes." Other members of the Board created to administer the Act are the Secretary of the Treasury and the Secretary of War.

The Act under which this zone is established defines it as an isolated, enclosed, and policed area, in or adjacent to a port of entry, without resident population, except the necessary administrative personnel. The zone will be operated as a public utility under Federal supervision, and commodities will be free from the usual Customs regulations. It is the belief of those interested in the development of foreign-trade zones in this country that they will eliminate cumbersome restrictions necessarily imposed on goods under Customs supervision. Particular advantages are expected to accrue to ports of strategic location, cosmopolitan in character, and sustaining world-wide shipping connections.

The following operations may be carried on at the zone: Merchandise may be stored, broken up, repacked, assembled, distributed, sorted, graded, cleaned, mixed with foreign or domestic goods or otherwise manipulated. Such merchandise may be exported, or brought into customs territory upon the usual payment of duties. Copies of zone regulations can be obtained from the Government Printer, or at Room 734, Custom House, New York, for five cents.

★ ★ ★

March Meeting Scheduled. The March meeting of the Association's Foreign Trade Committee has been scheduled for Wednesday evening,

March 24, at Middletown. The place of the meeting has not yet been set. Committee members and others desiring to attend may secure further details from the Association's Foreign Trade Department after March 1. The customary dinner preceding the meeting will be held at 6.30.

LEGISLATION

(Continued from page 18)

pleton, Kent, Public Welfare; Charles H. Vincent, Simsbury, Roads, Bridges and Rivers; George L. Warncke, Wilton, Reorganization.

Another move to "speed the pace" in the disposition of this unprecedented number of bills came about February 17, when an agreement was brought about to bridge one of the gaps in legislative procedure left by replacement of the former joint committees by separate Senate and House committees. It was briefly this. Under the agreement, acceptance of an unfavorable report and rejection of a bill originating in either House, will be considered as final, and such bills will not be transmitted to the other branch for concurrent action. Bills reported favorably will be transmitted for concurrent action as before under the joint committee system. This plan, it is felt, will preserve the rights of partisan record-making and at the same time smooth out many of the kinks certain to harass legislators on "State Capitol Hill" this year more than ever before.

Most important of the bills acted upon finally since our February press date include:

1. Passage of House resolution by the House memorializing Congress to disapprove the President's Court proposal. This action was construed erroneously by the Senate, according to Republican House leader Swayne, as purely a party measure. The Senate up to the present writing, has ignored the whole Court issue insofar as any action is concerned.

2. Enactment of the Governor's recommended refunding bond issue of \$25,000,000.

3. Enactment of bill to extend time of return and payment of tax on unemployment compensation from January 28th to March 1.

4. Enactment of S. B. 352 concerning condemnation proceedings and providing for immediate entry by the plaintiff upon real property to be taken under condemnation proceedings upon

deposit of fixed sum with the court whenever the public interests would be prejudiced by delay.

Listing of bills and hearings will be

placed in the hands of members through the Association's bulletin service on or before publication of this issue of CONNECTICUT INDUSTRY.

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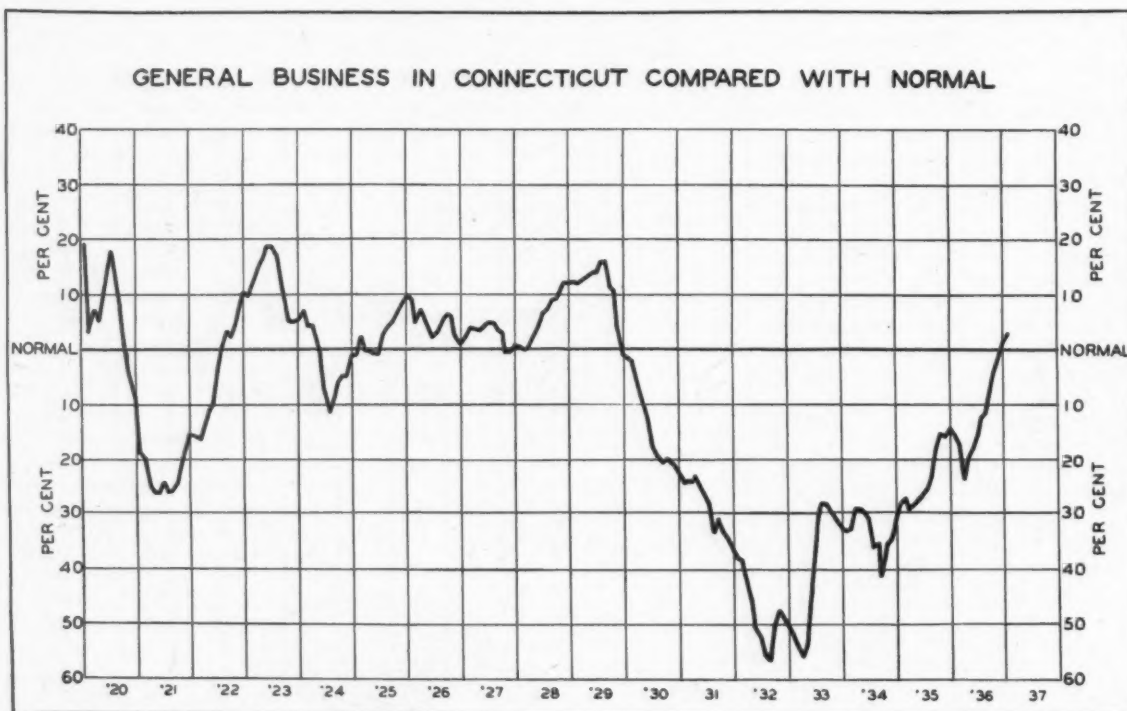
General Summary. Widespread improvement continued to mark the general business trend in Connecticut during January. As a result, the index of business activity for the month advanced 3% above the estimated normal compared with 1% above in December and 16% below in January, 1936. The effects on Connecticut business of the automobile strikes in the mid-west were barely noticeable. On the other hand, the floods on the Ohio

ress maintained an upward trend, the volume of new contracts awarded being approximately double the January, 1936, total. Reports for the first half of February were highly encouraging. Industrial operations continued to expand and average daily freight carloadings were moderately above normal.

During January, general business in the United States, hampered by strikes and beset by damaging floods, declined to 3% below the normal line from

tion returns to normal and flood rehabilitation work proceeds. Steel ingot production has advanced to 83% of capacity but backlogs of orders have remained unusually large. New orders for steel continued heavy as users tried to accumulate reserves in the event of labor disturbances in the steel industry.

The trend of wholesale prices was moderately lower during the last half of January but moved higher in Feb-



and other rivers, which adversely affected business in those areas and hence the country as a whole, probably stimulated certain lines of activity in Connecticut. The number of man-hours worked in manufacturing establishments and factory employment both increased over December contrary to the usual seasonal trend. Cotton mill activity was slightly below the preceding month but freight carloadings, adjusted for seasonal variation, stood at only 1.3% below normal. Shipments of metal on the New Haven Road rose sharply and reached a point 12% above normal, the highest since October, 1929. Building construction in prog-

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The January cost of living index increased 1% over December due primarily to a 2% rise in the cost of food. Small increases occurred in rent, clothing, and miscellaneous items and a small decrease took place in the cost of fuel and light.

Financial. During the four weeks ended February 6, the number and gross liabilities of failures in Connecticut declined substantially from the corresponding 1936 period. New corporations formed approximated last year's level both in number and the aggregate amount of capital stock. Real estate activity continued to show a large increase and the total value of mortgage loans was 23% higher than a year earlier.

Construction. Construction work in progress in Connecticut, adjusted for seasonal variation, continued to improve during January and rose to less than 30% below normal. The number of building permits issued ran 80% above the early 1936 level while the value of permits was almost three times as large as a year ago and the highest for this time of the year since 1929. Undoubtedly the abnormally mild winter has been at least partly responsible for such a showing. On February 10, work was started on a 36,000 square foot addition, costing \$50,000, to the plant of Himmel Brothers Company in Hamden, manufacturers of metal store fronts.

New building in 37 eastern states rose sharply in January due to a decided expansion in private construction. The value of new residential contracts awarded, on an adjusted basis, exceeded January, 1936, by 118% and was the best since December, 1929. Public work and utility contracts fell 7% below a year previous but all other non-residential building increased 10%.

Labor and Industry. Further improvement in manufacturing activity occurred in January contrary to the usual seasonal trend. The index of man-hours worked in eight cities advanced to 7.3% above the estimated normal compared with 5.8% above (revised) in December and 14% below in January last year. Factory employment also increased, this index standing at 2.5% above normal against 1% above in December and -4% a year ago. The number of man-hours worked in all cities with the exception of Bristol showed gains over December compared with the normal seasonal movement. In Bristol, factory employment expanded but man-hours declined due mostly to a decrease in hours worked in plants supplying parts to General Motors. The largest increases over a year ago occurred in New Britain and New Haven where gains of 27% were reported. Employment in Waterbury

brass mills advanced into new high ground, 19% above the same 1936 month. Average weekly earnings per factory employee in Connecticut were approximately \$24.50 in January showing a gain of about 17% during the past year. Since the cost of living has advanced only about 4% during the same period, there has been a very substantial gain in real income.

MEMO PAD

Ed. Note. The following notes are reminders of important bulletins sent to members since February 15, the closing date for the March issue of the magazine. If members desire to consult bulletins referred to in this column, which are missing from their files, they should get extra copies from Association headquarters.

The Pettengill Bill, What it is and How it Affects New England. Transportation Bulletin No. 508, Jan. 21, 1937. Draws attention to the reintroduction of the Pettengill Bill, Congress, which would repeal the so-called "long and short haul clause" of Section 4 of the Interstate Commerce Act.

Final Order Concerning Filing of Contracts by Contract Motor Carriers. Transportation Bulletin No. 509, Jan. 21, 1937. Tells of final date being set at Feb. 1, 1937, for filing of contracts.

Time Extended for Payment of Unemployment Compensation Taxes. General Bulletin No. 536, Jan. 21, 1937. Tells of extension of filing and payment date.

Insertion for a Manual on the Robinson-Patman Price Discrimination Act—Vol. 1. General Bulletin No. 537, Jan. 27, 1937. Gives instruction on placement of three pages attached to Bulletin in Robinson-Patman Manual.

Time for Filing of Returns and Payment of Unemployment Compensation Tax Extended. General Bulletin No. 538, Jan. 27, 1937. Tells of Governor signing bill on January 27, providing for the extension of filing date from January 28, to March 1, 1937.

Date for Filing of Contracts by Contract Carriers Again Postponed. Transportation Bulletin No. 510, Jan. 29, 1937. Tells of postponing date of Feb. 1, to Feb. 20, 1937.

Ship Strike Nears Its End. Transportation Bulletin No. 511, Jan. 30, 1937. Tells of status of ship strike.

Labor Disputes Act Introduced in General Assembly and Personnel of Committees of General Assembly. General Bulletin No. 539, Feb. 2, 1937. Attaches reprint of digest of the proposed labor disputes act, reprint of an editorial pertaining to it, and a list of General Assembly Committees.

Tax Reminders. Taxation Bulletin No. 128, Feb. 5, 1937—Subheads: Stockholder's Tax-Year Not Test in Dividend Credit, Queries Answered on Withholding, New Rules on Aid in Preparing Returns, Returns Now Due on Wages, Dividends, etc., Quarterly Payment Dates on Form 940 Uncertain, Weeks Not Split for Monthly Payroll Returns, Advance Wages May Escape Payroll Tax, Deadline Soon on State Corporation Reports.

Ship Strike Ended. General Bulletin No. 540, Feb. 5, 1937.

Developments Under Walsh-Healey Act. General Bulletin No. 541, Feb. 5, 1937—Subheads: First Wage Determination, Custodial Employees Defined, Foremen Outside Act, Application to Branches and Affiliates, Exempted Articles, Act Subject to General Law, Exclusion of Sub-contracts Clear, Computation of Overtime.

Solicitors and Information Seekers Again Active. General Bulletin No. 542, Feb. 6, 1937. Warning members to "look before they leap."

Members May Profit from New Sales Promotion Effort in Connecticut Industry. General Bulletin No. 543, Feb. 11, 1937—Subheads: What it is, What it will do, and How and When. Outlines opportunities for sales promotion of Connecticut-manufactured products.

Date for Filing of Contracts Extended to April 15, 1937. Transportation Bulletin No. 512, Feb. 12, 1937. Tells of further postponement and of Washington hearing in March on the matter of filing contracts by contract motor carriers.

Service Section

On account of space limitations, the material and used equipment items offered for sale by Association members have not been classified by sizes or usage best adapted. Full information will be given on receipt of inquiry. Listing service free to member concerns. All items offered subject to prior sale.

materials for sale

CONDULETS and fittings, remnants of covering materials—velours, velvets, mohair, tapestries, denims, chintzes, and cretonnes, semi-finished and castellated U. S. S. nuts, pulleys, flat and crown face-steel and cast-iron; new shaft hangers, brass wire, brass rods, aluminum tubing, cold drawn steel—mostly hex; miscellaneous lot of material used in the manufacture of molded rubber parts and flooring, knife switches—new and many sizes; carload C. I. drop bases; lead pipe, lead sheet, acid proof pipe fittings, 124 bars screw stock varying thicknesses and lengths, white absorbent tissue process from cotton, rotary converter. colors and dyes—large anneal copper with high silver content in rolls J. H. Williams' wrenches variety, lacquers—several hundred gallons in assorted colors; and soft in assorted sizes.

equipment for sale

ANNUNCIATORS, baskets, beaders, beamers, bearings, belt stretchers, blowers, boilers, braiders, bronze runners, cans, cards, woolen; car loaders, chain, chairs, chamfer, clocks, time recorders; clock systems, colors and dyes, compressors, condulets, converters, conveyors, cookers, cooking utensils, doublers, draftsman's table, drop hammers, drops, board; drums, drying racks, dyes, engines, evaporators, extractors or percolators, fans, filtering carbon, folders, forming rolls, frames, furnaces, gears, generators, grinders, grindstones, grinding wheels, guiders, headers, lamp shades, lathes, lifters, looms, De Laski circular; machines, automatic; machines, calculating; machines, compressing; machines, dieing; machines, drilling; machines, filing; machines, filling; machines, folding; machines, knitting; machines, mercerizing; machines, milling; machines, pipe-cutting and threading; machines, pleating down; machines, riveting; machines, screw; machines, threading; machines, tongue and groove; machines, washing; mercerizer equipment; millers, mixers, mills, mills rubber; mixing rolls, motors, oil circuits; oven drawers, paints and lacquers; panels, planers, plungers, pointers, presses, profilers, pulley drives, pumps, reamers, receivers, rheostats, safe cabinets, saws, scales, screens, seamers, shapers, shears, spindles, spinning mules, steam tables, steam warmers, stitcher, 192 monitor corner box switches, tables, tanks, toilet equipment, trucks, ash can; tube closers; wire, wire screw and yarders.

for sale or rent

FOR RENT. In Hartford, Connecticut, units of 5,000 to 16,000 sq. ft. in fully sprinklered modern building suitable for light or heavy manufacturing. Elevator, heat, watchman service included in rental. New York, New Haven and Hartford Railroad siding available. Out of flood area. Will rent at reasonable rates. For particulars apply to Billings and Spencer Company, Nelson Smith, 75 Pearl Street, Hartford, or your own broker.

FOR SALE. One Kennedy-Van Saun Air Swept Coal Pulverizer Ball Mill. For details and specifications apply to Robertson Paper Box Co. Inc., Montville, Connecticut.

FACTORY SPACE AND LAND FOR SALE. In a recent consolidation of plant activities a large Connecticut company now offers for sale in New Britain, Connecticut, 3 acres of land with 100,000 sq. ft. of floor space and several buildings. The plant has a railroad siding and elevator equipment in the storage and shipping building. There are three foundry buildings as follows: 120 ft. by 205 ft.; 85 by 165; and the third being 85 ft. by 55 ft. The largest unit is known as the Annealing Building, 275 ft. by 85 ft., this being joined by a 90 ft. by 90 ft. storage and shipping building. There is also a large coal and sand storage shed equipped with trestle and coal handling hopper, dimensions 180 ft. by 30 ft. Factory and storage space adjoining the large foundry of about equal dimensions is split up into the following: Core room, miscellaneous shop, electric charging room, hard rolling department, storage room, sand blast room, engine house and control room, boiler room—all being joined by an office. Other small buildings also on the property are a pattern storage shop, 45 x 30, a garage 40 x 25 and 2 other buildings which may be used for stor-

age. There is also plenty of yard space for outside storage. All of the larger buildings are of the Monarch type construction. Blueprints and further details will be sent on request. The company also has an excellent parcel of real estate for sale covering approximately 17 acres with railroad siding in the city of Bridgeport. For further information on either of these properties address S. E. 93.

FOR SALE. One Elliott Addressing Machine in good condition. For further particulars and price, Address S. E. 95.

employment

EXPORT MAN. College graduate whose duties since leaving the Army in 1919 have embraced all phases of foreign, collections and statistics in the sale of ammunition, guns, electrical items, sporting goods, hardware accessories and drug specialties, who has traveled in the United States and continental Europe on foreign trade sales missions, desires to make new connections in a similar capacity because of the centralization of present offices of his company and personnel reorganization, thus limiting future prospects. In addition to his foreign trade experience he has also been purchasing agent and production manager of the company with which he is now associated. For further details, references and interview address P. W. 346.

MECHANICAL ENGINEER, 27, wants to design tools and fixtures. Has had 9 months' experience in process inspection and 6 months' experience in setting up hand and power feed milling machines, foot presses, power punch press, drill presses, small broaching machine, and special machinery in a typewriter plant. Has used and studied hundreds of fixtures for small parts. Knows drafting theory and has practical view-point. Write or phone H. P. Wright, Andover, Conn. Phone: Willimantic 1351-32.

COLLEGE MAN. Young man, married, age 30, who graduated from the New York Military Academy with honors, and who since leaving school and completing special military work in the Plattsburg Barracks, has had one year's experience with a large New York Stock Exchange brokerage house and 8 years' experience as a marine insurance underwriter, and finally manager of the Marine Underwriting Department of a large New York Agency, now seeks position either in the marine insurance field along the lines of his experience, or in industry. For further details and references address P. W. 349.

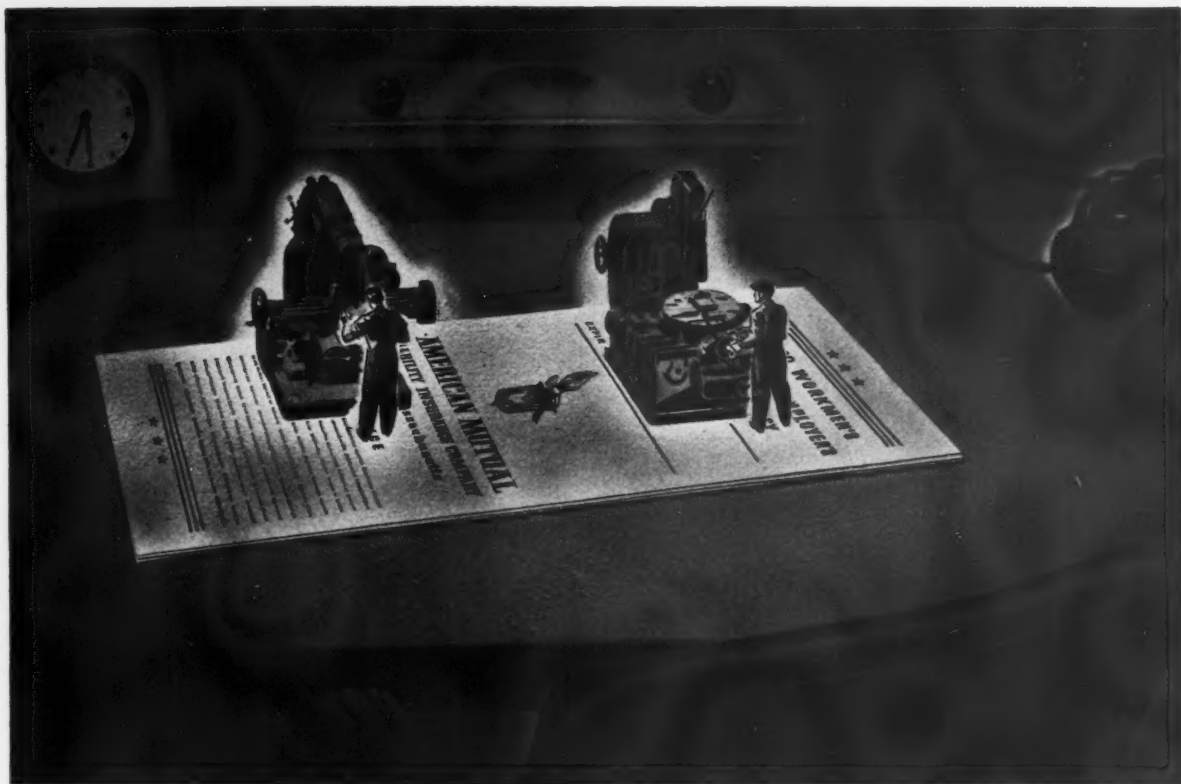
MANUFACTURING EXECUTIVE. Graduate of Sheffield Scientific School who organized and headed Standards Division of a large firearms manufacturing plant as assistant to works manager and vice president, as well as being sales manager of another plant, who has both analyzed and organized companies and acted for several years as an industrial advisor, desires to make connection with a Connecticut manufacturer either in a production or sales capacity. Because of his broad knowledge of all phases of manufacturing, he will consider any line. He is least experienced in foundry, textile, wood working, and electrical equipment industries. Investment might be considered after being employed with company a sufficient length of time to get a first hand knowledge of its potentialities. For further details and references on this high grade executive address P. W. 350.

GRINDER, MECHANIC HELPER OR TIMEKEEPER. Young man, age 30, who has been a machinist helper, assembler and grinder, and who has training in mechanical drafting, desires a position in any one of the above mentioned jobs. Can also do timekeeping and simple drafting work. For references and interview address P. W. 351.

SALES EXECUTIVE. Exceptional man of ability, integrity and personality who has had broad experience as salesman and sales manager in the special office machine field, electrical, tools and furniture and who has been a merchandise consultant on his own, desires connection as sales executive in a progressive manufacturing concern in New England. Complete details and interview arranged by writing P. W. 352.

MARRIED MAN with several years' experience as office manager, is seeking new connections because of liquidation of business of recent employer. Experience covers accounting, stock control, paymaster, purchasing and costs. Can furnish excellent references. For further details and interview, Address P. W. 353.

COST ACCOUNTANT AND OFFICE MANAGER. Man now employed with 15 years' experience in cost, payroll and purchasing in the manufacturing line desires to locate with a progressive manufacturer in Connecticut. References and interview may be arranged by writing P. W. 356.



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